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PARIS, TUESDAY, NOVEMBER 29, 1988

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"If everyone plays along, my im-

pression is that we can create the conditions for OPEC to play a role

in the 1990s that will bring our

influence to bear on the stability of

world oil markets," said the Algeri-

an energy minister, Sadeq Bous-

Among other things, agreement specifies that OPEC will "take the necessary measures" to push oil

prices toward \$18 a barrel "as soon

Many analysis greeted the ac-

"I think many traders have the

" Mark Scullion, an analyst at

attitude 'Fll believe it when i see

Worldwide Energy Brokerage in New York, told Reuters. He noted

that OPEC members would have

more than a month to continue to

bers, who were obviously strong-

armed to be a party to this agree-

ment, behave," said Nauman Barakat and Shahrokh Nikkhah,

brokers at Prudential-Bache Secu-

See OPEC, Page 15

Banks Raise Prime

Major U.S. banks raised

their prime lending rate by half a percentage point to 10.5 percent, the highest level since 1985. Page 11.

The output agreement was insti-

rities Inc., in a report Monday.

'The question is how will mem-

cord with skepticism.

produce at high levels.

ESTABLISHED 1887

Rejection of Visa for Arafat Is Shultz's Personal Statement

By Robert Pear New York Times Service
WASHINGTON — In derrying
a visa to Yasser Arafat, Secretary
of State George P. Shultz has made a strong personal statement expressing visceral contempt for terrorism and left an imprint on Middie East policy that could last well into the Bush administration.

State Department officials said that Mr. Shultz's personal feelings about terrorism outweighed the other factors he considered, including U.S. obligations to the United Nations and the effects of his decision on the search for a settlement in the Middle East.

By blocking entry to this country for Mr. Arafat, the chairman of the Palestine Liberation Organization, the United States denied Mr. Arafat a platform to address the UN General Assembly on Thursday.

The visa decision follows five

years in which Mr. Shultz has tried sporadically to revive peace negotiations in the Middle East. State Department officials said the decision did not reflect Mr.

Shultz's frustration at that process, but the depth of his feelings on The explanation on Saturday for Mr. Shultz's decision was a milestone because it was far more ex-plicit than prior U.S. statements in holding Mr. Arafat responsible for terrorist acts committed in the last

three years, since the PLO supposedly renounced terrorism. The State Department said, "The U.S. government has con-vincing evidence that PLO elements have engaged in terrorism against Americans and others." Those elements, it said, included

Force 17, described as "a personal

NEWS ANALYSIS security force for Arafat and other PLO leaders," and the Hawari group, which conducts special op-erations for El Fatah, Mr. Arafat's

mainstream faction of the PLO. In recent years, the United States has described the PLO as an umbrella group that includes terror-

UN Session May Move

By John M. Goshko and David B. Ottaway

Washington Post Service
WASHINGTON - The United States, confronted by widespread international criticism of its decision to bar an appearance at the United Nations by Yasser Arafat, the chairman of the Palestine Liberation Organization, said Monday it would not oppose moves to hold a special UN General Assembly meeting in Geneva, where Mr. Arafat could plead the Palestinian

"While we would not favor See PLO, Page 2

less on El Fatah than on other

But the statement on Saturday said Mr. Arafat was "an accessory to terrorism because he "knows of, condones, and lends support to

Mr. Shultz presumably remem-bered that El Fatah took responsibility for placing a car bomb near a hotel where he was staying in Jerusalem in March.

In a statement to a news agency in Beirut, the group said Mr. Shultz

was the target.
State Department officials said they felt that they were taken in by the publicity surrounding the meeting this month in Algiers of the Palestine National Council, the po-licy-making body for the PLO. They said they found on close examination that the session pro-

duced less than they had been led to expect: neither an explicit recognition of Israel's right to exist nor a renunciation of terrorism in the West Bank and the Gaza Strip, which have been occupied by Israel since 1967.

There seemed to be a contradiction between the administration's initial, hopeful comments on the PLO meeting and its later, more

severe assessment.
On Nov. 15, the White House spokesman, Marlin Fitzwater, said he had noted "positive elements" in the statements from Algiers.

A day later, the State Department spokesman, Charles E. Redman, said the statements represent-

See ASSESS, Page 2



The Iraqi oil minister, Isam Abd Rahim Shalabi, above, spoke at a news conference in Vienna Monday after OPEC agreed to a new production accord. The cartel reached agreement after the Saudi minister, Hisham Nazer, below, withdrew his nation's demand for a lower target price.



OPEC Agrees On New Levels For Oil Output

Group Wants Prices to Rise About 40% in the Next Year

By Youssef M. Ibrahim

VIENNA - After years of bitter confrontation and 12 days of intense negotiations, the Organization of Petroleum Exporting Countries ratified an oil output accord Monday in which all 13 members agree on a quota system aimed at boosting crude prices by at least 40 percent next year.

The six-month accord, which takes effect in January, sets a total limit on output of 18.5 million barrels a day for all 13 countries of the

For the first time since 1986, Iraq is included in an OPEC agreement. The country has been allocated a quota equal to that of Iran, after Iraq spent two years producing all the oil it could without regard to the cartel's rules.

A number of OPEC oil ministers said that perhaps the most significant achievement of the talks in Vienna was that OPEC seemed to have finally put the divisive conflict between Iraq and Iran behind it.

In London trading Monday, North Sea Brent crude for January delivery hit a three-month high of \$14.95 a barrel early in the session before slipping about 55 cents to fix at \$14.40. In New York, West Texas Intermediate for January delivery rose as high as \$15.80 a barrel in the first half-hour of trading before profit-taking cut the price to \$15.05 a barrel, \$1.08 above Friday's close. The main Middle East crude, Dubai, hit \$12.90.

Iraqi officials were markedly upbeat and conciliatory on Monday. "We are very happy to be back." the Iraqi oil minister, Isam Abd ar-Rahim ash-Shalabi, told a press conference Monday afternoon. "i am happy with the Iraqi quota. I am happy with the agreement."

OPEC experis and on ministers expressed confidence that if the agreement was faithfully followed. it would eliminate as much as 4 million barrels of oil a day from world markets starting next year, jolting oil prices upward.

Budget Cuts To Squeeze

By George C. Wilson

Washington Post Service
WASHINGTON — The United States would have to reduce its military forces overseas if, as is being widely predicted. Congress insists on zero-growth budgets for the Pentagon over the next five years, Defense Secretary Frank S. Carlucci said Monday.

The secretary said that the size of the U.S. active-duty military was "about as low as you can sensibily get it" and that annual budget increases of 2 percent after inflation for the five-year fiscal period from 1990 to 1994 would be needed for the military to remain intact and ready for battle.

If the 2 percent increases are not granted, Mr. Carlucci told representatives of The Eurogroup, an organization of the 12 European members of the North Atlantic Treaty Organization, cuts would have to be made in "deployable battle groups and some force struc-

The defense secretary did not predict what overseas deployments would be reduced under zerogrowth budgets, but Europe is a leading candidate.

The U.S. Army and Navy already are finding it difficult to support manpower and weapons under the reductions made in President Ronald Reagan's rearmament program in the past four years. Pentagon officials said further cuts by Congress next year might require deactivating additional army out-fits and sending fewer ships to dis-

tant waters. Although Mr. Carlucci said he would argue vigorously for inflation-adjusted 2 percent increases, a growing number of lawmakers contend reducing the U.S. deficit of about \$140 billion must take priority over resuming annual increases

for the Pentagon. If zero growth becomes the order of the day, Mr. Carlucci estimated that \$116 billion would have to be chopped out of the defense budget over the next five years on top of the \$200 billion saved in the out years by cutting the fiscal 1989 budget by \$33 billion. Last year's cut saved money earmarked for spending in those "out years," the years in which current allocations

are actually spent. Senator Sam Nunn, Democrat of Georgia, the chairman of the Armed Services Committee, has repeatedly predicted that the Pentagon cut must be \$200 billion over the next five years to fit its programs within a zero-growth budget.

■ Scoweroft Spending Curbs Michael R. Gordon of The New York Times reported: The man chosen by President-

elect George Bush to serve as national security adviser has proposed consideration of farreaching measures to curtail

The proposals by the new na-See CUTS, Page 3

Picasso Painting Sets Record By Souren-Melikian International Herald Tribune



"Acrobate et Jenne Arlequin," dated 1905, fetched \$38 million.

LONDON - The most important painting by Picasso seen at auction since World War II, "Acrobate et Jeune Arlequin," was sold Monday at Christie's for £20.9 million (\$38.5 million).

It set an auction record for a 20th-century work of art and surpassed the record for a work by the artist, set at Christie's in New York on Nov. 14, when "Maternite," done in 1901, went for \$24.75 mil-

The price is made more remarkable by the fact that the medium is gouache on board and not oil paint. The painting was bought by a representative of the Mitsukoshi department store of Japan. It was sold by the heirs of Roger Janssen

of Brussels, who had acquired it in

Lucerne, Switzerland, in June 1939. The painting is a double portrait of an emaciated acrobat in a pink shirt, his head tilted forward and his eyes closed in exhaustion, and of a young Harlequin with a faint smile seated next to him.

· According to the French writer Pierre Daix, Picasso's friend, it was probably executed late in 1904. only months after Picasso finally left Barcelona to settle in Paris. He dated it 1905, however, to empha-

See PICASSO, Page 2

Northwest Airlines pilots forgot to set the jet's wing flaps. Their plane crashed

onto a freeway off the end of the airport.

• In Denver, two months later, two Continental Airlines pilots, waiting to

take off in a snowstorm, chatted with a

flight attendant instead of monitoring

the jet's wings for signs of icing. They

Delta Air Lines pilots carried on a con-

versation with two flight attendants while

taxiing to the runway. The plane

slammed to earth shortly after becoming

In Dallas, on Aug. 31, 1988, three

crashed near the end of the runway.

U.S. Plan to Boost the Yen Backfired

By Susan Chira

New York Times Service TOKYO - The United States, which set out three years ago to restore U.S. competitiveness by championing a strong yen, has ended up accelerating Japan's emergence as a financial superpower and challenger to American economic leadership.

What began as a monetary strategy to remedy trade imbalances has had profound political ramifications.

The strong yen has enabled Japan to be-

set the flaps.

nology.

Pilot Errors Force Airlines to Grapple With Human Factor

As the National Transportation Safety

Board convenes a public hearing Tues-day into the cause of the Dallas crash, the

inquiry will center on the possibility that

the aviation system in one year suffered

two accidents in which the pilots did not

The industry has known for years that

roughly two-thirds of aviation accidents

are caused by pilot error. Yet, the study

of human performance is still in its infan-

cy compared with the advance of tech-

Billions of dollars have been spent

since the dawn of the jet age perfecting

and to exert a significant influence over the American economy. In September 1985, international mone-

tary officials gathered at the Plaza Hotel in New York, where the United States led an effort to drive down the value of the dollar in a bid to reduce its trade deficit, particularly

come a major investor in the United States

After 30 years, the machine is speciac-

ular: Some aircraft can literally take off.

dustry has had so much trouble grappling

with human frailties in the cockpit that

the problem has been given a mechani-

cal-engineering title: the study of human

have pushed the frontiers of human knowledge," said Clark Onstad, an exec-

utive for the Texas Air Corp., which owns

"In almost every phase of aviation, we

factors.

fly and land by themselves. But the in-

Last of two articles.

But the United States is now struggling to keep the dollar from falling too far, as the realization dawns that the weak-dollar policy has backfired, at least in some ways.

Japan was already an economic giant in 1985, when 240 yen bought one dollar. But now, with the dollar nearing 120 year, Japan is far stronger, as shown by these develop-

• Japanese companies can easily outbid See JAPAN, Page 8

The Federal Aviation Administration

has known for more than a decade of

pilot training techniques to encourage

pilots to act as a team to guard against blunders by an individual. But the agency

has taken only tentative steps toward

management, as the training is called,

was written by the aviation administra-

See PILOTS, Page 3

A plan to develop cockpit resource

requiring airlines to teach it.

Kiosk

Accused Nazi **Loses in Court**

LA PLATA, Argentina (Reuters) — An Argentine judge approved Monday the extradition to West Germany of Josef Schwammberger, 76. who is accused of mandering thousands of Jews during

World War II. Mr. Schwammberger was a concentration camp commander in occupied Poland.



Josef Schwammberger, in

an undated photograph. General News

Paris commuters are to be carried by the army during the transport strike. Page 2. Business/Finance

fueled speculation that it was considering a devaluation of the vuan. Page 1L Loszbo, facing a possible bid from Alan Bond, will sell its European beverages unit for £180 million. Page 14.

A Chinese government move

The Dollar Dow Close Up 8.76, Yen 122.325 FF 5.97

Mexico's Smog Nightmare

By William Branigin Washington Post Service MEXICO CITY - As residents of this huge capital brace for a winter of the world's worst smog. environmentalists are warning that

By Laura Parker

Washington Past Service
WASHINGTON — Each of three re-

cent fatal air crashes involving major

airlines occurred on takeoff, and each

involved lapses in pilot attentiveness shortly before he pushed the throttles to

the state of pilot discipline and training,

the ability of the U.S. government to oversee such programs and the industry's

sophistication in coping with pilot error.

Consider the three ariline crashes:

• In Detroit, in August 1987, two

The similarities raise questions about

the wall.

Mexico City is on the edge of an ecological nightmare. The immediate fear is that with steadily worsening air pollution here, which routinely far exceeds levels that would trigger emergencies in the United States, a protracted thermal inversion sooner or later risks turning this city into what environmentalists and local newspapers have likened to a gas

air is trapped under a layer of warm Some pollution experts warn that unless drastic measures are taken, such weather conditions and heart disease, as well as concould cause fatalities, particularly tributing to learning disabilities among children and the elderly, as and mental retardation - in chil-

chamber. In such an inversion, cold

early as this winter. Already, several new studies point to alarming health trends as a result of air pollution. In addition to the headaches, drowsiness, burn-

ence because of smog, a sharp increase in respiratory diseases has been reported in recent years. Some researchers say the pollu-tion is raising the risks of cancer

'If we do not do something, we are facing an

ecological disaster

Homero Aridjis, an environmentalist.

in Mexico.'

Situated in a basin 7,350 feet (2,240 meters) above sea level and crammed with about 20 million people, greater Mexico City is al-

ing eyes and dizziness that Mexico ready the world's most populous City residents commonly experi-According to government fig-ures, the city's thin and usually still

air is fouled by 5.5 million tons of contaminants a year, 80 percent of it from the estimated 3 million motor vehicles that clog the streets, 15 percent from the Valley of Mexico's 35,000 industries and the remainder from "natural sources," which include fecal dust.

Traditionally, the worst smog season has been during the dry winter months of December through February, when thermal inversions have been most drawn out. In recent years, however, smog has become a year-round phenomenon.

Today, Mexico City is a place where schoolchildren have been known to color the skies in their drawings gray, and sometimes to faint during recess. It is a city whose parks and neighboring forests are gradually dying from smog and acid rain. And it is a place that a number of foreign embassies con-

See POLLUTE, Page 2

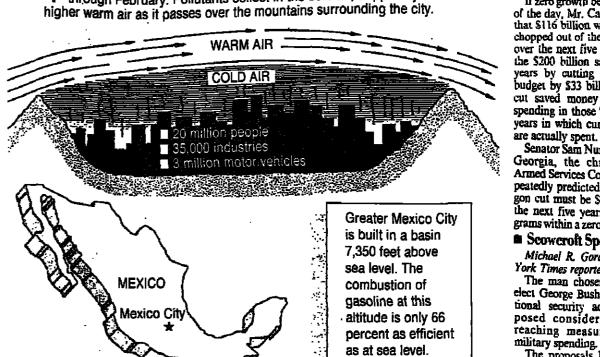
sider a health hazard. For children

AIR POLLUTION IN MEXICO CITY

the machine, while little has been invest- Continental and Eastern airlines. "But

ed in exploring the dimensions of the we have not pushed the frontiers on hu-

he worst smog season is during the dry months of December The worst smog season is during the dry months of the through February. Pollutants collect in the cold air, trapped by the



Soviet Party Backs A New Constitution

By Michael Dobbs

Washington Pour Service
MOSCOW — Communist Party leaders endorsed on Monday amendments to the Soviet Constiturtion while seeking to placate critics who argued that the changes could lead to excessive centralization of power.

The official Soviet news agency Tass said the party's policy-making Central Committee had agreed to ensure the rights of individual Soviet republics during the next stage of a lengthy process of political re-

form now under way.

The Central Committee met against a background of ethnic disturbances in the southern republics of Azerbaijan and Armenia and a challenge to Kremlin authority by the Baltic republic of Estonia.

The government newspaper Izvestia reported Monday that Islamic flags and portraits of the Iranian a third of Estonia's population and meini, had been displayed in dem-onstrations in Azerbaijan. The Soviet legislature, the Su-

preme Soviet, meets Tuesday to vote on the proposed constitutional

Tass did not provide details of the closed Central Committee session. According to Estonian sources, however, a majority of speakers at the meeting expressed anger and resentment over Estonia's declaration on Nov. 16 of its

Like Iranians, Azerbaijanis are sovereignty within the Soviet

The sources said that the Estonian Communist Party leader, Vaino Valjas, explained why his republic had voted itself the authority to override federal legislathat it was unreasonable to expect sectors of Azerbaijan,

all Soviet republics to move for-

ward at the same pace. Estonia, with 1.5 million people, has one of the highest living stan-dards in the Soviet Union. But the economic development of the republic remains well below that of Scandinavian neighbors.

Moves appear to be under way to organize a political counterweight to a mass movement known as the Estonian Popular Front, which has emerged as a major force in the republic over the last few months. Estonian journalists said that a

meeting of mainly ethnic Russians from factories in the republic that come under Moscow's control had been called for Wednesday. They expressed concern that it could result in a conservative Russian backlash against political and economic reforms.

Ethnic Russians make up almost leader, Ayatollah Ruhollah Kho- are in a majority in some of the meini, had been displayed in dem-large towns. The Russians, many of whom migrated to the republic as jobs opened up in the 1960s and 1970s, are generally more politically conservative than the largely middle-class Estonians who have joined the Popular Front.

Izvestia said that Ayatollah Khomeini's portrait had been displayed during rallies by tens of thousands

predominantly Shiite Moslems and the Kremlin would be extremely concerned at the prospect of them taking up Ayatollah Khomeini's

Until now, there has been little evidence that fundamentalist ideas tion. Mr. Valjas reportedly said have succeeded in influencing large

POLLUTE: Mexico Gas Chamber

raised here, one doctor who has researched the subject said, breathing the air is like smoking from

Increasingly insistent demands for government action lately have come from both the political opposition and the ruling Institutional Revolutionary Party.

Last week, Javier Lopez Moreno, the chairman of a congressional ecology commission, called Mexico City a "disaster zone" and warned that the capital's social stability could be undermined unless radical measures were taken.

In response to the outcry, the federal Secretariat for Urban Development and Ecology, known as Sedue, published an updated antipollution "contingency program" and said new steps would be an-nounced before Dec. 1. But many environmentalists view Sedue's

measures as too little, too late. Some scientists, doctors and environmentalists suspect that Mexico City's air pollution already is causing deaths among people with respiratory and cardiovascular ailments, but such a connection has

not yet been proved. According to a recent confidential report by a European embassy, "Many thousands of people are believed to die each year with air pollutants as a pronounced con-tributory factor, especially the el-derly and small children and persons with heart and lung diseases." Manuel Guerra, a chemist who heads Mexico City's Autonomous

search, said, "I am convinced that the trend in air pollution levels in Mexico City points toward a real ecological catastrophe that will go

down in history. He expressed fear that a prolonged thermal inversion here could produce a "killer smog" simi-lar to one that took 4,000 lives in London in 1952.

"If we do not do something, we are facing an ecological disaster in Mexico," said author Homero Andjis, president of an environmental organization called the Group of 100. "Yet, the government does not lift a finger. It is as if we are abandoned to our fate."

Interviewed separately, Mr. Guerra, Mr. Aridiis and other ecologists charged that government agencies, including Sedue, have sought to minimize the gravity of the pollution problem, choosing instead to take largely cosmetic measures. According to one researcher, the powerful state oil monopoly. Petroleos Mexicanos, known as Pemex, once intervened to halt a private study that might have documented the harmful effects of its gasoline.

Sedue did not respond to requests for interviews for this arti-cle. However, the minister of Sedue, Gabino Fraga, told reporters at a Revolution Day ceremony that the air pollution problem had been

"exaggerated."
"The pollution is heavy and bothersome," he said, "but we blame it for everything." He assert-ed that 200 polluting industries Institute for Environmental Re- have moved out of the capital.



At the start of a surprise visit to Cairo, President Saddam Hussein of Iraq reviews a guard of honor with President Hosni Mubarak on Monday. The visit was believed to be connected with the U.S. decision to refuse an entry visa to Yasser Arafat, chairman of the Palestine Liberation Organization.

PLO: U.S. Won't Oppose Special UN Session in Geneva

(Continued from Page 1) such a move, we do not oppose it," the State Department spokesman, Charles E. Redman, said in response to questions about the decision by Secretary of State George P. Shultz on Saturday to deny Mr. Arafat a visa. The PLO chairman was to have reported to the General Assembly on the recent meeting of the Palestine National Council in

Algiers.
Dante Caputo, the foreign minister of Argentina and president of the 159-nation General Assembly, said in New York that there was overwhelming feeling among the members that the United States

mittee to call on the Reagan administration to reconsider the visa re-fusal. If the United States refused to change its mind, the sources added, the assembly almost certainly would move later this week to approve a request from Arab countries for a special assembly meeting in Geneva to hear Mr. Arafat in

late December or January. States was obliged by its 1947 headquarters agreement with the UN to issue the visa, said Mr. Shultz was influenced heavily by cient votes to shift the debate to his abhorrence of international terrorism and his belief that the PLO costly for an organization already has continued to engage in terrorist acts against U.S. citizens.

costly for an organization already assembly temporarily to Geneva would pose no major logistical cause of unpaid dues.

(Reuters, AP) acts against U.S. citiz

However, his efforts to distinguish that position from U.S. support for efforts to resolve the Palestinian question failed to stem a ASSESS: Shultz's Decision Was a largely negative reaction from moderate Arab states and West Eu ropean governments. They have accused the United States of discouraging PLO moderates from moving their organization toward accep-tance of Israel. The decision, they argue, works against Mr. Shultz's not consulted on the decision to deny a visa to Mr. Arafat, a spokesgotiations for resolving the Arab-

Israeli conflict Except for Israel, which remains unrelenting in its hostility toward the PLO, the U.S. refusal to give Mr. Arafat a visa has not been

from the mainstream of world host. opinion about how to deal with the PLO, it was not immediately possible to predict what effect it might more difficult the forthcoming dehave on the incoming administra-Bush and its ability to chart a fresh course in Mideast policy.

■ Arafat Denounces Move

Mr. Arafat, in his first public comments since the U.S. visa denial Saturday, called the move "a acted wrongfully and that Mr. Arasheer violation of the international fat should have the opportunity to law and the UN charter," news law and the UN charter," news address the assembly.

UN sources said they expected the 15-country Host Country Committee to call on the Reagan admin-

"Why are they afraid that I speak to world public opinion and explain the new Palestinian decisions?" Mr. Arafat asked. He spoke to reporters in Iraq.

He had planned to speak Thursday, during the annual debate on the Palestine issue. Depending on structive and illegal step." developments in the Arab group, U.S. officials, denying Mr. Cathat debate now might be post-puto's assertion that the United poned, perhaps until the new year. officials said.

There was little doubt in diplomatic circles that there were suffi-

(Continued from Page 1)

ed "an advance over previous efforts" but were too ambiguous to

satisfy American criteria for deal-

President-elect George Bush was

not consulted on the decision to

man for Mr. Bush said Sunday.

James E. Baker 3d, whom Mr. Bush

has chosen to be secretary of state,

But other aides to Mr. Bush said

the president-elect would hold the

PLO to the strict standards of ac-

countability articulated by Mr.

Mr. Bush, the head of President

position has strong support in Con-

Gramercy

Park Hotel

and Room Service.

Banquet/Meeting facilities.

Singles \$105-115

Doubles \$110-120

Suites \$150-250

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will have to deal with the conse-

quences of Mr. Shultz's action.

ing with the PLO

Mr. Caputo's statement followed endorsed by any government with one by Secretary-General Javier influence in the Middle East. Perez de Cuellar, who said the State But, while Mr. Shultz's action Department decision was incom-clearly isolated the United States patible with the U.S. role as UN

tion of President-elect George and the situation in the current session of the General Assembly," Mr. Pérez de Cuéllar said Sunday. In their comments, both officials

referred to a section of the headquarters agreement, which states that "the federal, state or local anthorities of the United States shall not impose any impediments to transit to or from the headquarters district" of persons invited to the UN on official business.

In another development, the Soviet Union joined growing interna-tional criticism of the U.S. deci-

The Foreign Ministry spokes-man, Gennadi I. Gerasimov, said in Moscow that the refusal to give Mr. Arafat a U.S. entry visa was "viewed in Moscow as an uncon-Israeli leaders have praised the

decision, but Algeria, China, Egypt, France, Libya, Saudi Arabia, Norway, Denmark, the Netherlands. Sweden and Australia were among nations that protested In Geneva, Swiss and UN offi-Geneva, although this would be cials said Monday that moving the (Reuters, AP)

Reagan administration and among

Mr. Shultz listened to the con-

flicting advice at a meeting in his

office Friday afternoon and made

Among those said to have been

in favor of issuing the visa were

Michael H. Armacost, undersecre-

tary of state for political affairs; Richard W. Murphy, assistant sec-retary of state for Near Eastern and

South Asian affairs; Lieutenant

General Colin L. Powell, Mr. Rea-

gan's national security adviser; and

senior members of the U.S. mission

to the United Nations, all Middle

They had two basic arguments.

efforts earlier this year to shut

down the PLO observer mission

Those arguing against a visa for Mr. Arafat included Richard S.

Williamson, assistant secretary of

state for international organization affairs; L. Paul Bremer 3d, head of

the State Department's counterter-

rorism program; and Charles Hill,

Mr. Shultz's top personal assistant, who has been political officer at the American Embassy in Tel Aviv and

and from allies in Europe.

East experts.

known his decision on Saturday.

State Department officials.

WORLD BRIEFS

Army Is Sent

Travelers in

Paris Strike

"This is not in the French union

transit workers, as well as paralyz-

ing two lines of the regional express rail network on Monday, blocked

buses in their terminals, where they

flattened tires and sabotaged en-

to start disciplinary actions against those who broke labor laws.

moderate unions. The strike is ex-

safety improvements and across

the-board pay increases of 1,000 francs (\$170) per month.

Some members of other unions

and nonunion members are partici-

Transport Ministry officials said

the first 140 army trucks would not be available until Wednesday

morning. Eventually, local anthorities would have 400 vehicles and

1,000 soldiers to maintain services,

by nurses, postal employees, gov-erament office workers and other

public service employees in recent

months. But Mr. Rocard has insist-

ed that it was important not to

allow inflationary wage increases.

Henri Krasucki, secretary-gener-

al of the CGT, dismissed sugges-

tions that the strikes were intended

to increase Communist chances at

the expense of the Socialists in the

Besides stopping two of the four

Michel Rousselot, director gen-

no new negotiations were planned

head of the State Department of-

fice dealing with Israel.

Mr. Shultz's experiences in the

Middle East were also important.

When he took office in 1982, some

thought he would favor Arab inter-

ests because he had been president

administration in expressing sym-

Mr. Shultz seemed to become

pathy for the Palestinian people.

rejected an accord that he had

Israeli forces from Southern Leba-

pre-eminent advocate of strong ac

tion against terrorists, supporting the use of military force in situa-

tions where it was opposed by Ca-spar W. Weinberger, the secretary of defense at the time.

Mr. Shultz's disgust for terrorists

was a major factor in his lonely

efforts to stop the sale of American

weapons to Iran as part of a deal for the release of American hos-

tages in Lebanon.

Inside the administration, Mr.

with the unions.

pating in the strike, however.

To Carry

nounced Monday.

Envoys Say Kuwait to Free Bombers

BEIRUT (WP) — The Kuwaiti authorities are planning to release two of 17 Shiite prisoners whose fate is linked to the liberation of American hostages held by pro-Iranian Islamic extremists in Lebanon by mid-December, diplomats here said.

"The decision has been taken to release two of the 17 prisoners in mid-December," a Reirut-based diplomat said. "The names remain unknown The Associated Press

The Socialist government is ordering out army trucks to carry suburban commuters strand-ed by a transit strike Transport

December, a nearut-based diptomat said. The names remain that with Kuwaiti law."

Since the spring of 1985, a standing demand by Iran-inspired fundamentalists holding foreigners captive in Lebanon has been the release of the 17 as a precondition for freeing hostages. Two of the 17, who were carry suburban commuters strand-ed by a transit strike Transport ed by a transit strike, Transport others received longer sentences and three were sentenced to death for Minister Michel Delebarre anbombings at the U.S. and French embassies.

Countdown Starts for Shuttle Launch

Mr. Delebarre, speaking on na-tional television, accused the Com-munist-led General Confederation of Labor, or CGT, of waging "a sort of union guernila warfare of

WASHINGTON (WP) — The countdown began at 12:01 A.M.
Monday for a Thursday morning lannching of the shuttle Atlantis, whose five-man crew will deploy a secret U.S. security satellite in orbit.

Details of the mission, the 27th launching of a shuttle, are secret, but analysts say they believe the payload is probably a giant, \$500 million satellite designated Lacrosse, a radar reconnaissance satellite that uses advanced radar imaging to "see" through clouds or darkness.

An spacewalk by astronauts could be a part of the mission. The high

tradition," he added.

Mr. Delebarre said that striking An spacewalk by astronauts could be a part of the mission. The high energy requirements of the Lacrosse dictate that it have unusually large unfolding solar panels and radar antennae, for a total wingspan after deployment of as much as 150 feet (46 meters), according to Aviation Week and Space Technology Magazine.

Syria Moves Against Beirut Militias

BEIRUT — The Syrian Army launched a major drive Monday to end five days of fighting in Moslem West Beirut, raiding houses, seizing

He said that the management of the Paris regional transit agency would be directed to stop paying striking workers — a step not al-ways taken in French strikes — and weapons and arresting 300 feuding militamen.

About 600 soldiers, armed with rocket-propelled grenades and machine guns, took part in the search for fighters of the Syrian-backed Amal and the pro-Iranian Hezbollah, or the Party of God.

The CGT, the largest union in France, is leading the strike, which has been criticized by the more A Syrian officer said his troops arrested about 300 gunmen and confiscated arms in raids on houses and hideouts. The Syrian military command renewed orders to its men to shoot gunmen on sight fellowing pected to continue through Tues-day. The CGT has said it wants the collapse of six truces since fighting between the rival Shiite Moslem militias erupted on Thursday.

Iran Cautions Genscher Over Rights

NICOSIA (Reuters) - Iran wants to increase economic ties with West Germany but will not tolerate Western pressure on human rights, Foreign Minister Ali Akbar Velayati said Monday to the West German foreign minister, Hans-Dietrich Genscher.

Mr. Genscher, who arrived Sunday in Tehran, is the first senior Western minister to visit Iran since the August cease-fire in the war with Iraq. Tehran radio quoted Mr. Velayati as saying that West Germany could play a major role in Iran's postwar economic reconstruction. But he said a campaign in the Western media over alleged human rights abuses in Iran was only a cover for "political prejudices."

they said.

The Socialist government of Prime Minister Michel Rocard has been unsettled by a wave of strikes and the ordeal of 18 Westerners believed held hostage in Lebanon. Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, an Aides said Mr. Genscher specifically mentioned Terry A. Anderson, and the ordeal of the territories of the territor American journalist kidnapped by pro-Iranian Shiite Moslems in March 1985. He mentioned "some very concrete cases," of rights abuses, one aide said. "The Iranian side didn't block this discussion, but rather as referred to the principles of Islamic law," he said.

Ceausescu Reaffirms Villages Plan

BUCHAREST (Reuters) — President Nicolae Ceausescu reaffirmed on Monday his plan to destroy thousands of villages and resettle inhabitants in new towns, saying some villages had already been trans-

Speaking at the start of a three-day Romanian Communist Party Central Committee meeting, he also ruled out the possibility of economic decentralization or political pluralism. municipal elections next spring, saying the idea was "completely stupid."

Mr. Ceausescu, who has ignored the trend toward reform in the Soviet Union and has kept a tight grip on power since he took office in 1965, said he hoped to create about 550 new towns to replace the villages. He said that a considerable number of villages could already be rated as "genuine lines of the express network, the strike also reduced some Métro seragro-industrial towns," according to the state news agency Agerpres. eral of the transit agency, said in an interview on French television that

Yffgoslavia Defies Police in Sydney

SYDNEY (AFP) - Yugoslav officials refused Monday to give the Australian police permission to question a man sought in the shooting of a teen-ager during a demonstration by 1,500 Croatians at the Yugoslav Consulate, the police said.

also would not give up the gun used in the incident which occurred Sunday. The police said a member of the consulate staff shot Josef Tokic, 16, in the neck when a group of the Creatians attempted to enter the consulate. The youth, who was born in Australia, was eported in serious condition.

Prime Minister Bob Hawke of Australia warned that Australians did at not want to see their country become a battleground for foreign conflicts. Yugoslavia has protested what it called the failure of the Sydney police to intervene effectively during the protest. The Yugoslav news agency Tanjug called the shooting "legitimate defense."

of the Bechtel Group, which has done large amounts of construction Cambodian Refugees Flee Shelling work in Saudi Arabia and other

BANGKOK (NYT)—Two weeks of heavy shelling by the Vietnamese have driven back several thousand Cambodian refugees who had been moved close to the Thai-Cambodian border by the Khmer Rouge, relief At his Senate confirmation hearing, Mr. Shultz went considerably officials said Monday. further than any member of the

Since Saturday, about 2,500 Cambodians had returned to Ta Luan, a Khmer Rouge camp in Thailand's southeastern Trat Province to which international agencies have access, from the shelled forward camo Khao Phiu, the officials said. Another 5,000 refugees were within 4 kilometers (2.5 miles) of the camp. The officials said they assumed there had been disillusioned with Syria and other Arab nations in 1983, after Syria casualties but none of the refugees, following Khmer Rouge practice, had worked out for the withdrawal of

approached the relief agencies.

Beginning in June, the Khmer Rouge moved all about 8,000 refugees from Ta Luan to Khao Phlu and other "repatriation villages" near the border, in preparation for a return to Cambodia as Vietnamese troops withdrew. The Vietnamese, who invaded Cambodia in December 1978 Shultz became a strong advocate of "strategic cooperation" with Israel. In 1984 and 1985, he became the and expelled the Khmer Rouge, say they will withdraw all their forces by

For the Record

In voting Sunday in Costa Rica, Rafael Angel Calderon Fournier, a former foreign minister, claimed victory in the presidential primary of his United Social Christian Party.

(AP)

injured last week when a Chinese couple exploded a bomb atop the Great Wall in a lovers' suicide pact, officials in Beijing said. (UPI)

The Soviet Union said Monday that its weekend talks with Afghan

rebels were confined to the question of Soviet prisoners of war. (Reuters) The Red Cross, appealing to Iran and Iraq to uphold their agreement on exchanging sick and wounded Gulf War prisoners, said Monday it was negotiating with both sides to restart the swap.

A Pakistani president will be elected Dec. 12 to succeed the military ruler, Mohammed Zia ul-Haq, who died in a plane crash in August, the government election commission announced Monday. (Reuers)

PICASSO: Painting Sets Record

(Continued from Page 1) size that it belonged to a new phase in his ocuvre.

Considered to be the first transitional work between the Blue Peri-od, which ended within months of Picasso's arrival in Paris, and the Rose Period, inspired by his happy relationship with Fernande Olivier, the picture ranks among the great masterpieces of his youth.

It is also dramatically linked with 20th-century history. In 1911, the picture was presented to the Elberfeld (Germany) City Museum by the city's museum association. But in 1936, it was seized by the Nazi authorities as an example of degenerate art.

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"Acrobate et Jeune Arlequin" was included in the exhibition of 730 works of "Entartete Kunst" (Degenerate Art), which opened in July 1937 in Munich and traveled to Berlin, Leipzig and other Ger-man cities, drawing two million vis-Two years later, on June 30,

1939, the work was sold at auction in Lucerne on behalf of the German Reich as part of a group of "Modern Master Paintings and Sculptures From German Muse-

Moscow Will Sell India Helicopter Gunships

United Press International NEW DELHI - India announced Monday that it would buy Mi-35 helicopters from the Soviet Union in the first sale of the gunships outside the Warsaw Pact.

Defense Minister Chintamani Panigrahi informed the lower house of Parliament in a written statement that the purchase had been approved by the Soviet Union, India's largest arms suppli-

TRAVEL UPDATE

China to Limit Forbidden City Visits

BELIING (Reuters) - China plans to limit the number of visitors to the Forbidden City palace in Beijing to protect it from the strain of more than 11 million visitors a year.

Officials said Monday that bricks and staircases in the courtyards of the palace were cracking under the strain of more than 30,000 visitors a day. The number of visitors has risen since the Italian director Bernardo Bertolucci brought the 15th-century palace to the screen with his film.

As many as 100,000 people visit the palace on holidays. The museum plans to limit the number of visitors to 25,000 a day, beginning Jan. 1

Admission fees may also be raised.

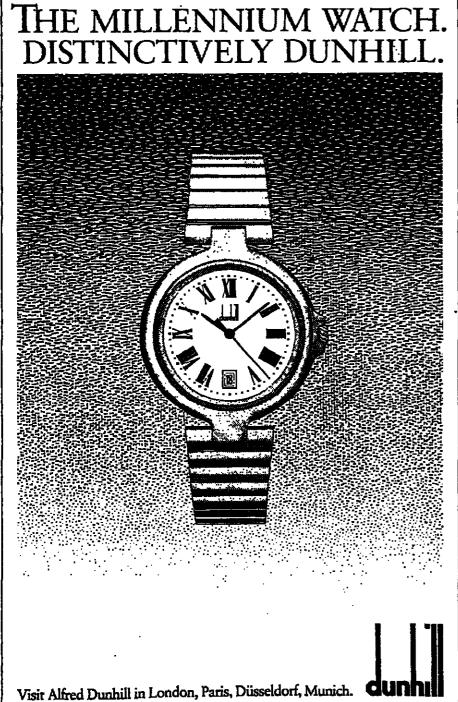
A total of 654,343 tourists visited the Philippines in the first eight months of the year, putting the country on target to meet its goal of one million visitors in 1988, officials said Monday.

(AFP)

Correction

In an article in Thursday's editions, the International Herald Tribune misstated the reasons given by the British government for attempting to block distribution of the memoirs of Anthony Cavendish, a former British secret service agent. The government asserts that the book violates the obligation of confidentiality owed to the Crown by an intelligence agent and not, as reported, that the memoirs breach the Official Secrets

The article, a New York Times dispatch, also misstated the title of Mr. Cavendish's book. The correct title is "Inside Intelligence."





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"I heard about Bush aides being quoted saying that Bush has total disdain for Dole, Starts for Shuttle Land for anyone who knows Dole and for any-The countries being a light of manufacture of the samula and the partial of the p one who works for Dole."

But Bob Dole is back now, and George Bush has got him. Or has he? The president-elect had lunch with his

earlier this month.

old rival on Monday at his White House office. He will meet with Mr. Dole again Tuesday morning when he sees the Republican Senate leadership.

By Maureen Dowd

New York Times Service

"I heard about the stories suggesting

Dole, the Republican senator from Kansas

who led a congressional delegation to Asia

"We're going to have a cooperative rela-tionship." Mr. Bush said after the lun-

WASHINGTON -- In Bangkok, in Sinmine is to help him become a great presigapore and in Jakarta, the word reached Bob Dole. dent and I intend to do that."

"We understand that when the election is over it's over," Mr. Dole added, "So we're going to go to work." Capitol Hill is watching to see how Mr.

that George Bush's real enemy was Bob Dole, not Mikhail Gorbachev," said Mr. Bush, who has made a good start in winning respect in Congress, moves to soothe his complex relationship with the Senate minority leader, who had tried to wrest the Republican presidential nomination from

> For Mr. Bush, the support of Mr. Dole as his point man in the Senate is crucial if he wants to push his program through a

> Congress controlled by the Democrats. "It's Bush's biggest problem," said Representative Tony Coelho of California, the Democratic whip. "You can't come to the Democrats to seek a resolution of problems without making some accommoda-tion with your Republican leader." In an election night television interview,

dates. It was just one in a series of skeptical

'I heard about the stories suggesting that George Bush's real enemy was Bob Dole, not Mikhail Gorbachev.'

Bush and Dole Warily Circling to Define New Relationship

Senator Bob Dole, erstwhile Bush rival

and critical remarks by Mr. Dole about Mr. Bush and his running mate, Senator Dan Quayle, and it added to intense speculation in Washington about their relation-

It is felt that Mr. Bush, as the victor, must reach out and try to make Mr. Dole feel that he is an important part of the Bush

"If Bush and his people handle it stupidly," a leading Democratic legislator said, "it could end up being a real poisoning

The two men, as Mr. Dole puts it "go back aways." "We're different," the senator said in an interview over the weekend. "We have dif-

ferent backgrounds." The two Republicans - one the son of Midwestern grain elevator operator and the other the son of an affluent Eastern senator - have circled each other for decades in a rivalry marked by personal ani-

mosity and class tension. the vice president, 64, considering him a week, they said. Mr. Mosbacher, a close rich preppy who has led a charmed life supporter of Mr. Bush, emerged from the eased by appointive offices, while he had to to win a series of elections.

course of this relationship, the betting is paign.

"The election is over and we both have Mr. Dole lashed out at Mr. Bush for not obligations." Mr. Dole said. "Certainly doing enough to help congressional candiments and agendas."

The election is over and we both have Mr. Dole lashed out at Mr. Bush for not ment and agendas.

The election is over and we both have Mr. Dole lashed out at Mr. Bush for not ment and agendas.

Their friends say they are both practical, and beyond the personal tensions, share strikingly similar political views.

But many also predict that with no need

to curb his biting tongue for the sake of a future presidential image, Mr. Dole may occasionally be outspoken and impatient with the administration if he feels things are being done in an inept and ineffective

■ Report on Commerce Post

Mr. Bush plans to name a Houston financier, Robert A. Mosbacher Sr., as commerce secretary, according to transition aides, The New York Times reported. The The Kansan, 65, has had disdain for the announcement could come as early as this overcome poverty and a severe war injury politics that nurtured Mr. Bush's own career. Mr. Mosbacher, 61, was the finance When predictions are made about the chairman of Mr. Bush's presidential cam-

For Cocaine Injectors, The Risk of AIDS Soars

By Bruce Lambert

New York Times Service NEW YORK - The AIDS virus is spreading even faster among people who inject cocaine than among heroin users, according to new research conducted in San Francisco

and New York City.
The new research, not yet published in scientific journals, confirms the fears of experts on AIDS that cocaine injection would become a major route of transmission of the virus. It has encouraged health officials to seek new ways to really don't have a very effective block the spread of the disease

through cocaine addicts.

Apparently the reason for the dramatically higher infection rate among cocaine users is that they often inject the drug several times an hour. A typical heroin user injects much less often, because the effects of heroin last longer.

A high frequency of injection raises the odds that the addict will share a needle with a user who has the virus, drug abuse experts say.

"If there's a shortage of needles, they're going to have a fast round robin," Dr. Samuel R. Friedman, a New York researcher, testified last week before the Health Committee of the New York State Assembly in Manhattan.

Contaminated needles are a leading factor in the spread of the virus that causes AIDS. The virus is also spread by sexual intercourse and is passed through the bloodstreams of infected women to their unborn children in pregnancy.

The high risk of AIDS for cocaine injectors has major implicathe researchers said. The greatest difficulty is the lack of an effective treatment for cocaine addicts. No medication exists that is comparable to methadone, the proven treatment for heroin addicts who want

to quit.
"Most treatment is set up for heroin users, and that turns out not to be our biggest problem for AIDS," said Dr. Andrew R. Moss, the director of AIDS epidemiology at San Francisco General Hospital and co-author of one study. "We treatment for cocaine."

A related problem is that since methadone blocks the effects of heroin, addicts in methadone programs sometimes turn to injecting cocaine. This practice has been detected in San Francisco.

Warning drug users about the AIDS risk in cocaine injection is becoming a priority for prevention

"At first, cocaine injectors didn't really think they were at risk for AIDS, because all the talk was about heroin," said Dennis P. Whalen, deputy director of New York state's Division for Substance Abuse Services. "But now we make it very clear in our leaflets and street education that they are."

West German Mink Stolen

LUDWIGSBURG, West Germany — Animal rights campaigners stole 600 mink worth 120,000 Deutsche marks (\$70,000) from a breeding farm over the weekend, the police said Monday.

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the state of the s ns Genscher Over Rig Charles Western President During medical Manager of the West General Manager to the West General Manager of the Manager maine and the Albert of the life of the second of the seco the same control of the best total t NORTH CAROLINA TORNADOES — At least five persons were killed Monday as storms ripped through Raleigh damaging stores, homes and churches and apartment buildings and injuring at least 119 others, authorities said. Fifteen storms were reported.

CUTS: Carlucci Says Flat Budget Would Require Troop Cuts Overseas

Angle grow on the months of the first section of th tional security adviser, Brent Scow croft, include the transfer of military units from active to reserve 医动态设施 化二氯酚甲磺酸铵

> ner operations far from U.S. tern-In a review of U.S. military podcy, Mr. Scowcroft said it had becoming Bush administration would Bush presidency.

tion in 1983 after a rash of pilot-caused crashes in the late 1970s.

But the project was never funded.

Research was nearly at a standstill

until the Detroit accident, in which

156 people died, joited the federal

agency into action. Last month, the

agency launched a project with the

airlines to refine training proce-dures. But that program is still at

least a year from becoming final.

Among many research experi-

ments, the government's aviation scientists invested five years in the

early 1980s trying to concoct a fire-

resistant jet fuel to protect passen-

gers from burning to death in a crash. But the Federal Aviation

Agency, which employs 49,000 people, still does not employ a human-factors specialist with proper

"There are very few people trained in the human side of it,"

said Joseph Tymczyszyn, a psycho-

logist who studies human error for the Boeing Co.'s cockpit design en-gineers. "When you go to human factors meetings, the vast majority of the people have no degree in

psychology. If a guy without an

aerodynamics degree showed up at

an engineering meeting, he'd be

laughed out of the place.
"Everybody thinks he's an ex-

pert in human factors. The general

assumption is, well. I'm a human

being, therefore I know human factors. We're hiring people with a Ph.D who specialize in human be-

havior and they're talking to people

at the FAA with no training in it

whatsoever. We see that as a big

Dan Beaudette, the aviation ad-

ministration's deputy in charge of

flight standards, concedes that the

agency has been slow to move into this arena. But he said the govern-

ment's pace merely reflects a larger

academic credentials.

1994 as part of a broad effort to with the "mismatch between the simulation of conflicts for training reduce the federal deficit.

Mr. Scowcroft recommended that budget decisions be preceded the Reagan administration is exby a broad review of U.S. national pected to leave behind. status and cutbacks in aircraft carcome clear to experts that the in- made in the "early days" of the

have to cut at least \$300 billion Mr. Scowcroft said in his analy-from the Reagan administration's sis that decisions needed to made military spending plans for 1990 to early in the administration to deal

"Many people are uneasy with human factors," Mr. Beandette

said. "It questions things like judg-

ment and leadership in the cockpit.

In the last five years, hiring and

training at major airlines has accel-

erated. Airlines are collectively hir-

ing an average of 10,000 pilots a

year, 10 times the number of pilots hired annually in the previous two

decades. For the first time, experi-ence levels of the newly hired are

To a large degree, the effort to

minimize human error has resulted

in fully automated cockpits. The

on-board computers and switches and gauges. He is no longer the

captain of his ship, he has become the driver of an air bus.

But Earl Wiener, a University of

Miami professor who specializes in

human performance, has long ar-

gued that automation in the cock-

pit has bred new kinds of human

performance problems. Compla-

cency, for one. Boredom, for an-

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Results are difficult to measure."

If this were done, the United States would rely more on small PILOTS: Human Factor in Safety

(Continued from Page 1) inertia that extends throughout the ships or submarines that would carry conventionally armed cruise missiles, Mr. Scowcroft wrote.

A third approach suggested by Mr. Scowcroft would be to develop drones and use those and cruise missiles to conduct some military missions, like reconnaissance.

A second approach, he wrote,

would be to cut back on aircraft

carrier operations and keep the car-

riers closer to U.S. territory.

Mr. Scowcroft also suggested that money could be saved by mak-

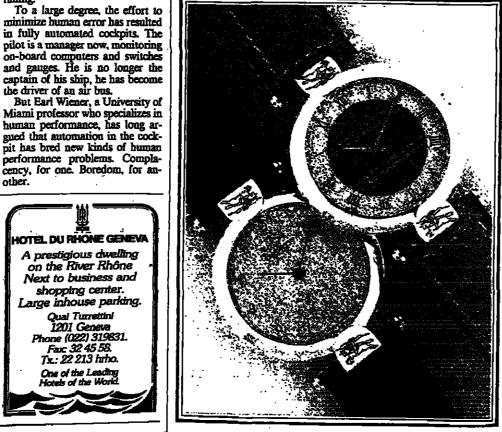
limited resources available for de-instead of moving widely dispersed fense" and the ambitions plans that military units.

If military spending is held at its current level and no effort is made security strategy to establish an overall strategic concept" to guide the cuts. He also cautioned that the cuts are the cu One possibility, he wrote, would to keep pace with inflation this tions for prevention and treatment, substantial and immediate reductions in the size of the armed forces and major degradations in readiness," Mr. Scowcroft wrote.

> He said the most important strategic weapons decision facing Mr. Bush is whether to develop and deploy a new mobile land-based missile, like the Midgetman missile or the MX in "shell game" deployment in which it would be shuttled between a number of shelters.

If a decision to deploy a new mobile missile is made, the United States would have less need for sealaunched cruise missiles armed with nuclear warheads and could ing increasingly use of electronic agree to sharply limit or ban them.

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Are Buyouts So Bad?

people who do not care a Fig Newton about iness. The original \$17 billion takeover bid from the company's own managers has now been topped three times, with the First Boston Corporation offering an incredible \$26 billion for the food and tobacco giant.

Do such mammoth leveraged buyouts serve any real purpose beyond enriching the bidders and Wall Street middlemen? Some serious analysts, like the Federal Reserve chairman, Alan Greenspan, worry that buyouts like the RJR Nabisco deal will adversely affect the U.S. economy.

Some, but only some, of the questions critics pose yield reassuring answers.

Corporations borrow heavily in the buyout process. Doesn't the enormous cost of interest reduce their will and ability to invest in speculative research, or to develop producis with long-term returns?

That is a legitimate fear, but overall, the likely impact on research and development is mixed. In the case of RJR Nabisco, the newly leveraged tobacco company may have to drop its costly effort to market Premier, the "smokeless" cigarette. Almost certainly, though, the food divisions will be sold off to corporations with deep pockets and with every incentive to make their acquisitions pay off. Further, leveraged buyouts relieve managers of the need to placate institutional investors, who are preoccupied with next quarter's profits.

Stockholders win big in buyouts - the price of RIR Nabisco shares has nearly doubled in a month. But what about employees and bondholders?

When successful companies are acquired, it is rarely in the interest of the new owners to fire the employees. The employees of failing businesses are always vulnerable. In some cases, new and more capable management actually saves jobs.

Bondholders are not so lucky; additional borrowing has made existing bonds riskier and lowered their market value. The courts will have to decide whether leveraged corporations have a duty to repair the financial damage. But some perspective is in order. Bondholders are at greater risk from fluctuations in interest rates than from potential losses created by leveraged buyouts. And in any case, recent bond issues contain buyback provisions, giving owners the right to recover

As melodrama, the big doings at RJR restructured. This means that bonds will still Nabisco Inc. are proving irresistible even to be attractive to many investors — and provide a way for companies to raise capital.

Tens of billions of dollars are now tied up in leveraged buyouts. So who will pay to construct new factories?

America would certainly be better off if more were being spent on bricks and machinery. But the money in leveraged buyouts is not really tied up. It is transferred to the bank accounts of the former stockholders, who are free to invest elsewhere

That doesn't address Chairman Greensoan's concern. Won't the mountain of private debt limit the government's discret to contain inflation or to protect the dollar by raising interest rates?

That is worrisome. The ratio of interest payments to corporate cash flow has donbled since the late 1960s. If the Fed hit the credit brakes tomorrow, many businesses undoubtedly would fail. But these bankruptcies would be less disruptive than is generally assumed. In Chapter 11 reorganizations, creditors may lose but businesses keep on operating. And federal deposit insurance insulates the banking system from potential panic.

In any case, buyouts are responsible for a tiny fraction of corporate debt. Most of the debt has been added by established managers who find it the cheapest way to raise capital. If Washington really wants to contain the drift toward debt, it will have to rewrite tax laws to eliminate the double taxation of returns on equity capital.

Even so, couldn't all the energy and talent going into deal-making be channeled to more constructive purposes?

Sure, it is raw greed that drives leveraged buyouts. An investment of a few million dollars can yield far more when a company is restructured or sold again. But the genius of capitalism, when it works, is to channel private greed into socially re-deeming activities. By changing managers' incentives, many leveraged buyouts have created more productive corporations.

It makes sense to watch and even worry about leveraged buyouts. But efforts in Washington to change the tax code to discourage borrowing for takeovers could cause new problems. And until there is hard evidence that leveraged buyouts truly weaken the economy, such efforts may also be premature.

— THE NEW YORK TIMES.

Better Health Per Dollar

on health care than the people of any other country - more not only in dollars but in proportion of income. You would think that there might be more curiosity about the fact that the general level of health in the United States is no better than in most other rich countries, and is not as good as in almost half of them.

Americans spend substantially more per person than Canadians do, for example, but Canadians live longer and have a lower infant mortality rate. The Japanese spend longer and have the lowest infant mortality rate of any large country. It is not good enough to shrug off these telling variations with vague and questionable generalizations about cultural differences.

The U.S. Health Care Financing Administration, or HCFA, published figures recently showing that last year America spent a total of just over half a trillion dollars on health. That was 11.1 percent of GNP, up from 9.1 percent in 1980 and 7.4 percent in 1970. It is all very well to say that a country ought to spend more on health and medical care as it gets richer. But this is a kind of spending that has rarely been audited against the ultimate value that the money is supposed to be buying - the nation's health.

From 1986 to 1987, American spending on health went up 10 percent, just over twice the inflation rate. But the components of health care were not all rising at the same

Americans know that they spend more 'speed. The HCFA said that in Medicare, the program for the elderly and disabled that it administers, spending for hospital care rose less than 2 percent. That reflects the rigorous cost controls Medicare has imposed on the hospitals. In contrast. Medicare payments for doctors' bills continue to soar. Over the past decade they have risen at an average rate of 15 percent a year. If Medicare continues on its present track, the HCFA warns, within two decades it will cost more than Social Security.

The incoming Bush administration hints budget cuts that it needs. That is a good idea, presuming it is done skillfully. But obviously it would be damaging to keep squeezing down the payments to the hospitals for each procedure that they perform. The next round of cuts needs to examine, instead, the numbers of procedures and whether they are all useful. Rather than making each year's reductions in a panic to meet that year's budget targets, the next secretary of health and human services needs to develop a method for developing a reliable consensus among doctors regarding what works effectively and what does not That person will need to go further and find a rational and fair way to set doctors' fees. It is more than a matter of financing Medicare: It is a matter of assuring the country as a whole that the costs of its health care are going to rise no faster than the quality. - THE WASHINGTON POST.

Other Comment

The Visa Flap Hurts America Food Insecurity in the '90s

The reaction of moderate Arab leaders to the denial of a U.S. visa to Yasser Arafat was to propose transferring the [UN] debate to Geneva. Having delayed until the last moment, the Americans said Mr. Arafat was tarred with the terrorist brush.

The whole world knows that the PLO has terrorists among its supporters. But it is an umbrella organization which seeks to cover all who support the Palestinian cause. Some still believe in violence and use it. Others belong to the 4-to-1 majority which supports Mr. Arafat's new-found dedication to a negotiated solution in the Middle East. Having the United Nations in New York

loses its point if a world figure like Mr. Arafat, or anyone else, is refused what is in effect a transit visa to get there,

The United States has done itself damage. Its political maturity is in question. So is its commitment to the UN, its dedication to peace in the Middle East, its standing with a furious Arab world and its comprehension of the possibilities offered by Mr. Arafat's discovery of moderation. Only Israel applauds. As one of the last acts of the Reagan administration, the withheld visa is a tatty and embarrassing legacy for President Bush.

— The Guardian (London).

It is time to rethink international grain serve policies. Two or more conse drought-reduced harvests could wipe out nor-mal reserves. Had there not been a record amount of grain in storage at the beginning of the 1987 crop year, back-to-back declines in world grain harvests since then would have created a world food emergency. We estimate that world carry-over stocks will drop to 54 days of consumption, three days less than the level that doubled world grain prices in 1973. Global warming will deepen the uncer-

tainty around each year's crop, probably increasing the frequency of reduced harvests. The shock to the world economy of a severely reduced North American harvest in 1989 could dwarf the economic effects of the oil price hikes of the 70s. Even with a good harvest next year, global warming could re-create the same risky scenario time and again. If the international community is not able to forge a cooperative strategy to reduce the use of fossil fuels and other sources of greenhouse gases responsible for the warming, food security could replace military security as the dominant issue of the '90s and beyond.

 Lester R. Brown, president of World-watch Institute, and John E. Young, writing in The Washington Post.

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OPINION

Barring Arafat: A Foolishly Risky Move

A MMAN, Jordan — The decision to refuse the PLO leader Yasser Arafat a U.S. visa so he could address the United Nations in New York has the makings of a broad foreign policy crisis, when it should have been no more than

It apparently was a personal decision by Secretary of State George Shultz, against the advice of career diplomats and without reference to President Reagan or President-elect Bush, Mr. Shultz cited the U.S. right "to safeguard its own security" against terrorism as the

reason for breaking the treaty requirement to admit people invited by the United Nations. But evidently, he decided to fend off a fight with Congress over Mr. Arafat's appearance in New York, which might have led to an even more serious breach of the treaty and a head-on collision with most UN members. It is not likely to keep the Palestine Liberation Organization chairman from addressing the world body. Arab states are busily planning to call for a special meeting to hear Mr. Arafat elsewhere, probably

in Geneva, and they can muster the votes for it.
Scarcely any country but Israel can understand why the United States would even presume to prevent the speech, especially since Washing-ton has been calling for Middle East negotiations for so long. As a senior Egyptian official said before the Washington announcement: "Why wouldn't you let him speak? If he's constructive, so much the better, and if he isn't, he'll have

Now, Mr. Arafat's argument that the United States is blocking the way to a peace effort has been strengthened. A PLO spokesman pointed out that the United States allowed Mr. Arafat in to speak to the General Assembly in 1974, "when he was labeled a terrorist. How can there be a question now that he wants to go as a peacemaker? It was only by a squeak that the State Depart-

ment got off the hook when Congress passed a bill shutting down the PLO observer office in

By Flora Lewis

New York as well as its office in Washington. That would have made State choose between breaking the UN treaty and breaking U.S. law. A federal court held, on the basis of constitutional respect for treaties, that the law did not apply in that case because Congress did not explicitly

say it meant to overrule the treaty.

But the legislators could decide to take that step if they got their dander up. The State Department

Arafat's argument that the United States is blocking the way to a Mideast peace effort has been strengthened.

did not want to provoke them, particularly in this period when the executive seems out to lunch for the transition. Mr. Bush may be cranking up a new administration, but nobody seems to be taking

overall responsibility for policy.

If a conservative challenge to the UN were made, it would expand the issue way beyond the PLO and Middle East policy in general. It would put the United States at loggerheads with the allies, the Soviets and practically everybody.

Some politicians and Reagan officials might have enjoyed that a few years ago when UN-bashing was in fashion. But this is another era. The Kremlin made a sharp change in UN policy and is seeking to strengthen the organization so it can be more effective in settling regional conflicts.

The United States has decided to pay its dues.

The United Nations is proving valuable in finding peaceable ways out of murderous deadlocks in

Afghanistan, the Iran-Iraq war, Namibia and An-gola, possibly Western Sahara, maybe Cambodia and the Sudan one day. It already performs important jobs in the Middle East and will surely be crucial if there is progress toward a settlement.

The last thing the United States needs now is a fight over the UN's rights at its headquarters. It could some the remarkable new atmosphere of peace, and Washington would get the blame. How such a risk could even be contemplated over the piddling matter of Mr. Arafat visiting New York is

On Forging A Policy

Of Survival

By Tom Wicker

N EW YORK — In Brazil's great undeveloped Amazon basin,

the national government spent \$600

million in tax credits to subsidize the development, from 1965 to 1983,

of 469 cattle ranches averaging

23,000 hectares each.
At first, the land reclaimed from

tropical rain forest supported one an-

imal per hectare (about 2.5 acres).

But neither the ranchers nor the government invested in weed control

or soil fertility. So, within five years,

the stocking rate fell to one animal on

four hectares. With tax incentives

available for clearing the land, but not for keeping it productive, the ranchers soon abandoned their holdings.

As the soil wore out, they moved

The cost was far more than \$600

million (of which the Brazilian gov-erument recovered only a fraction). Indiscriminate depletion of forests

meant the loss of watershed protec-

tion and species habitat as well as potentially valuable forest products;

and it vastly increased net emissions

into the atmosphere of carbon diox-

ide — a major contributor to the so-called greenhouse effect that is heat-

ing up the earth's climate.
Thus, Brazil's "development" ef-

forts worsened that nation's econom-

ic plight and hindered its ability to

repay its huge international debt — both matters of concern to the devel-oped world. They also endangered

For many such reasons, global environmental problems are a major

perhaps the major — threat to

U.S. security, and to the security of

mankind. Yet, amid all the talk of

President-elect George Bush's cabi-net choices and budget policies, scarcely a word has been heard

about the ozone layer, acid rain, de-forestation, soil depletion, popula-tion control, and other disasters,

The world's resources now support

more than five billion people. The

United Nations projects, however,

that world population will exceed 8 billion by 2025. That means rising

demand for food, firewood and

timber, hence more deforestation.

More and more land will become

desert and the atmosphere less

breathable; millions will move to un-

manageably crowded urban areas;

poverty and starvation will inexora-bly stalk their miserable streets.

campaign positions are not encourag-

ing; but the growth of the world's

population is a crisis he cannot re-

sponsibly evade: Every two seconds, five people are added to it.

to see, he will find such questions

intruding upon, even overriding, the

In Central America, for example,

38 percent of forest cover has been

lost since 1950, with far more trees still being cut than replanted. An ecological deterioration of that mag.

nitude works against societal stability

and cannot be remedied by any amount of aid to Nicaraguan rebels.

lems deserve to be among the Bush

administration's highest priorities for

First, ozone depletion, acid rain,

ocean pollution and the like are clear

and present threats to all nations,

respecting no national boundaries. Second, these problems demand

international cooperation and prom-

ise the kind of joint international ef-

forts that can promote understanding

Finally, a better life for the mil-

and peace among nations.

at least three reasons:

International environmental prob-

usual concerns of government.

Everywhere he looks, if he bothers

On this vital matter, Mr. Bush's

soil depletion and erosion.

happening or waiting to happen.

the environment of other nations.

on to clear the forest for other subsi-

dized ranch developments.

beyond magning. It would be the old story of the kingdom lost for want of a horseshoe nail.

On its merits, there is room for discussion on how the United States should respond to the PLO declaration of Nov. 14. There are grounds for suspicion in the failure to provide an official translation, especially after the PLO asked Egypt's foreign minister to advise Western gov-ernments that the published English and French translations were "seriously flawed" and that they should rely on the Arabic text.

As seen in the West, the documents are not as clear on the key points about recognizing Israel in its 1967 borders and renouncing terrorism as some enthusiasts have claimed, though they cer-tainly do go a lot further than the PLO ever did before. And Arabic lends itself to nuanced ambiguity. Still, the possibilities have to be probed. The United States cannot now become a rejectionist state on Middle East negotiations.

Beyond these sensitive questions, however, is gress and a Republican White House are going to be hell-bent on an all-American Cold War. The United States looks peevish and foolish on the petty issue of an Arafat appearance. Its Middle East policy is thoroughly middled. It will not be easy to back off onto an effective course. Both the Congress and the incoming administration need to think carefully about the difference between policy and temper tantrums.

The Case for Helping the Soviets Out of Afghanistan

WASHINGTON — The United States has two key interests in Southwest Asia: Getting Soviet troops out of Afghanistan and keeping Pakistan stable. If it is not careful with its support for the Afghan resis-tance, it could damage both interests.

Pakistan does not need a Lebanon on its border. With the election of its first democratic government in 11 years. Pakistan has its best chance in decades for political and economic growth. But that will not be likely unless the three million Afghan refugees there are able to return to a relatively stable homeland.

For me, having watched tanks roll past the U.S. Embassy on a sunny April day in 1978 to fire on the president's palace and bring the Aighan Communist Party to power, the beginning of the Soviet withdrawal from Afghanistan forced a substan-tial reappraisal of Mikhail Gorbachev's foreign policy. But are the Soviets now finding the cost of withdrawal too high?

Perhaps the Kremim fears it is send-ing the wrong signals to the Arme-nians, Latvians and Estonians. Perhaps Mr. Gorbachev feels he has problems enough without having his army humiliated in a Third World country. Or maybe the Kremlin was unrealistic about the ability of its minions to hold power once Soviet troops were on the road home.

I believe that the Soviet Union will complete its withdrawal. The process is too far under way, the commitment too deep, for it to be reversed without a disastrous effect on all the gains the world that the "new thinking" foreign policy is for real.

A decision to stay in Afghanistan would have serious repercussions at home as well. Glasnost has afforded the Soviet press nearly two years of discussion about the mistakes of Afchanistan and the social cost to those soldiers who went "to fulfill their international obligations." The Kremlin cannot suddenly claim that a discredited cause is again worth fighting for.

Moscow probably recognizes the potential dimensions of the failure facing it: the collapse of Kabul's Communist regime, perhaps even be-fore the last soldier is gone, as legions of opportunists desert at the first chance rather than face the vengeance of resistance groups.

But what Moscow wishes to avoid are images of its minions figuratively

D ARIS - The steady drumroll of

tapped in Washington sounds the message that this transition is about

competence, not ideology. The idea

seems to work better for President-

elect George Bush than it did for his vanquished Democratic opponent. The fast start and the quality of Mr.

Bush's initial appointments are calming the political jitters that America's slow-motion transitions

But there are pitfalls in this partio-

ular changeover that need more pub-

lic discussion and private reassessment by Mr. Bush and by President

Reagan, who have somewhat differ-

ent interests in the way the next seven

weeks will play. Mr. Reagan has to be

conscious of how his leave-taking will

affect history's view of his presiden-

cy; Mr. Bush has a more conflicted

agenda that involves getting messy matters settled and charged off to Mr. Reagan's account, while Mr.

Bush's hands stay clean and untied.

in this transition:

Three areas of concern stand out

1. Messy matters. Mr. Reagan's fi-

nai days are taking on an air of petti-

ness and pusillanimity as the Outgoer hastens to make decisions that had

been left on hold lest they affect the

election. These include his pocket veto

of the ethics act, his executive order on

evacuation plans for nuclear plants

and his appointments, announced

while the Congress is in recess, of five new ambassadors and 28 other offi-

cials to jobs that should be left for

The recess appointments force on

Congress, and on the taxpayers, un-

Bushmen of whichever sex.

habitually provoke abroad.

cabinet appointments being

By Graham E. Fuller

clinging to helicopter struts, Saigonstyle, as the last Soviet troops pull out of Kabul. The present suspension of withdrawal is designed to send messages that Moscow will not go that route if it can help it.

One of the messages is to the United States: Stop arming the mujahi-din. This is deemed to be a violation of the Geneva accords. In fact the United States reserved the right at Geneva to continue aid to the resistance as long as Moscow continued to arm Kabul. There was no agree-ment on this; the issue lay outside of the signed accords and both sides still

disagree on what they agreed on.
The second message is to Pakistan.
Moscow is trying to intimidate what-

as those that are showing encouraging signs in Angola and Cambodia.

While the face of the regime in Kabul should not be negotiable - the mujahidin will deal with it - the Soviet call for further negotiations on Afghanistan is not without ment. Serious questions exist about the post-Communist future of that country, involv-

ing the interests of many countries.

The U.S. interest is the most modest: the withdrawal of Soviet troops. Of course, Washington would like to see a neutral, moderate, representative government come to power, but it has no real ability to bring that about.

Pakistan, however, has very concrete interests. Once the Red Army

away Pashtun province in Pakistan. Lastly, the Soviet Union has deep interests involved. But where do U.S. interests lie among Soviet options? Does the United States seek maximum humiliation, to ensure that there will never again be another

Or does it want to encourage Moscow to move toward national reconciliation efforts elsewhere? Given the striking changes in the Soviet Union under Mr. Gorbachev, I believe it represents only enlightened self-in-terest that the United States make a clear-cut Soviet withdrawal no more

painful than necessary.

There is virtue in seeing what could be done by all interested parties, including the United Nations, to leave



ever new government takes power in Islamabad into lessening support for the mujahidin during the withdrawal. It has increased pressure with Soud missiles that can reach the Pakistani border region, trying a new gambit to bargain for better terms as it leaves. uld the United States and Paki-

stan help the Soviets out? If it comes to facilitating the survival of the Communist parties in Kabul, the answer is no. Certainly no one has come this far just to help a brutal, failing and hated regime to hold on, even in a coalition. Yet Moscow suggests that if the West will not help in its search for a national reconciliation regime in Kabul, the Soviets will have to reconsider supporting the same sort of efforts elsewhere — such

and other costly shifts that may soon

be reversed. The most egregious is the

ouster of the senior career black am-

bassador in the State Department,

Terence Todman, from his post in Denmark to make way for a political

appointee. It is hard to believe that

Mr. Todman would be receiving this

shabby treatment if he had not strongly (and somewhat publicly) decimed Mr. Reagan's "offer" to name him as ambassador to South Africa in 1986.

Mr. Todman correctly saw this bit

of reverse racism as a sop to U.S.

blacks and an effort to defuse pressure

for sanctions. The retribution involved

in his forced reassignment now is an-

other example of George Shultz's long

failure to protect the Foreign Service

from hacks and extremists in the White House and on Capitol Hill.

Even worse is Mr. Reagan's appar-

ent flirtation with pardoning Oliver North and John Poindexter, who are

inconveniently under indictment for

their roles in the Iran-contra affair. A Reagan pardon that prevents a trial

would conclusively prove his involve-ment in this sordid affair to a world

ready to believe that the president

was aware all along of the dirty tricks and cover-up carried out in his name.

The suspicions involving both Mr. Bush and Mr. Reagan are too deep for

either of them to be able to play Ger-ald Ford to Colonel North's Richard

Nixon. Will someone in the White

House please say to Mr. Reagan, "Mr. President, you're no Gerald Ford"?

Excessive Expectations. Mr. Bush pays a price for the growing

Congress, and on the taxpayers, unimpression that he is already governing for overseas moves ing. Mr. Reagan's laid back ways and play that way, the exchange guaran-

with a sometimes difficult neighbor. Kabul has always been sympathetic to the idea of Pashtunistan — the reuniting of the northwestern corner of Pakistan with Afghanistan that is favored by many Pashtons, Afghani-stan's traditional ruling elite. This movement is perceived by Islamabad as an intolerable threat to Pakistan's vulnerable political unity.

This lay at the heart of former

President Mohammed Zia ul-Haq's firm support for Afghan resistance groups with strong fundamentalist leanings. General Zia was aware that fundamentalists frown upon ethni-

Mr. Bush's rolling thunder approach

to appointments obscure the reality

that Mr. Reagan's men are still in

place, making decisions, and painfully aware that Mr. Bush feels little

loyalty to his predecessor's drones.

Stock markets and currency ex-changes are already punishing Mr.

Bush for what they perceive to be his abject failure — in the first 15 min-

utes after CBS made him president -

to slash the budget deficit by \$50 billion or more, and to have Martin

(Drive That Dollar Down) Feldstein

publicly executed. Market jitters led

one CBS television reporter to say

last week that Mr. Bush was runnir

off to meet with his counterpart-elect.

Carlos Salinas de Gortari of Mexico,

because "when things go sour, presi-

dents turn to foreign policy."

Go sour? The milk isn't even out of

the refrigerator yet. Such trenchant analysis does Mr. Reagan the favor of

accelerating the revisionism that will

make George, and not the Gipper, responsible for the fiscal train wreck

down the tracks. Mr. Bush urgently

needs to slow down, or at least to

lower expectations of quick fixes from

the competent crew he is assembling.

Bush and Company negotiating with John Tower through the press about becoming a figurehead defense secre-

tary leaves a bad taste. The planted

stories that Mr. Tower would get the

iob only if he agreed to a deputy who

would run the show were aimed at

tying Mr. Tower's hands publicly.
When Mr. Tower responded with

3. Tower Trickery. The spectacle of

After a Fast Start, the Bush Transition Faces Pitfalls

By Jim Hoagland

government in power. This would help avoid the humiliation the Soviets fear in the last days - a break they did not give the United States in Vietnam. And it might enable Islamabad to work out arrangements with resistance groups who will not threaten Pakistan's vital interests.

disastrous. Nor is compromise a prominent feature of Southwest Asian politics. But then there is more at stake than just Afghanistan.

The writer, former vice chairman of cally based states, believing that Is-lam should be the tie that binds. Fun-the CIA, is a senior political scientist at damentalists in power in Kabul the Rand Corporation. He contributed would be unlikely to foster a break-

Tower-run Pentagon. There were more than enough reasons to rule Mr.

to the Reagan years to make sure that

the next four years will bring a kinder, gentler administration?

The Washington Post.

Tower out without this charade.

History warms that outside attempts to order Afghan politics are usually

lions in the undeveloped world is in the interests of U.S. security, and is a target for professed U.S. idealism.

Since global problems requiring global solutions will have to be addressed at the presidential and cabined level, the appointment of James Baker as secretary of state could be crucial. As Treasury secretary, he sometimes mitigated the international banks' tendencies to support environmentally destructive Third World projects, such

as Amazonian cattle ranches.

If he will, he can use his new role to save natural resources, as he once teed an unworkable situation at a worked to lower the dollar's value. But only George Bush can set the necessary overall policy — that all international relations, including Mr. Reagan should give himself a better sendoff than this, and Mr. trade, debt payment and develop ment aid, be conducted in explicit Bush ought to get a better welcome. Or are they both setting us up by staging a spiteful and raggedy ending recognition of environmental issues. and attuned to their resolution. If the planet's rush to self-destruc-

tion is to be slowed in time, Mr. Bush may be the last president to have the opportunity to do so. The New York Times.

100, 75 AND 50 YEARS AGO

1888: The Irish Question LONDON - Mr. Gladstone, in a

letter to a correspondent, says that he has always desired a settlement of the Irish question by the Tories. He has endeavored to promote the production by the present Parliamentary majority of such a measure of local government, as though not reaching the full measure of justice would meet the pledges given at the general elec-tion; and with the exception of Lord Randolph Churchili among the Tories and Sir E. Watkin among the dissen-tient Liberals, he has not heard of any member of the majority who shows any inclination to redeem those pledges.

1913: Mexican City Razed MEXICO CITY - Crudad Victoria has been razed by the rebels under Generals Pablo Gonzalez and Jesus Carranza, in anticipation of a probable attack by a combined Federal col-

umn under Generals Guillermo Rubio, Navarrate and Ocaranza, General

Rabago, the Military Governor of the State of Tamaulipas, evacuated the town with the garrison, falling back on Tula in the direction of Tampico, which is believed to be the next objective of the rebels. Meagre reports today [Nov. 28] state that the rebels have left not one stone upon another, burning the inflammable houses and using dynamite to destroy the others.

1938: U.S.-Filipino Pact WASHINGTON - President

Franklin Roosevelt today [Nov. 28] formally approved a report of a Filipino-American joint committee reconmending full and final independence for the Philippines July 4, 1946, as now scheduled, but providing for continuance of "mutually beneficial economic arrangements" until 1961. President Manuel Quezon of the Philippine Commonwealth previously endorsed the joint report, and failed to mention his former plans for complete Philippine inde-pendence by 1938 or 1939.

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OPINION

By Tom Wide

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September 1997 2

A Polic A Maverick Is Set to Yield After 31 Years on the Floor After 31 Years on the Floor

By George F. Will

now winding down, peaked early. He says the high point was his arrival in 1957 at National Airport, where he was greeted as a hero by the Senate's Demonicrity will be just 10 years. cratic grandees whose world he had saved. Following the deaths of several

A pure product of Wisconsin populism, William Proxmire has long been a burr under the Senate's saddle.

that Vice President Richard Nixon would have broken, enabling Republi-cans to organize the Senate.

Section of the last of the las The same of the sa The day he arrived when the world A second of the second was young and Strom Thurmond was a Democrat, Mr. Thurmond was in full flight, conducting a 24-nour invosers.

So does Wisconsin. Mr. Proxmire is a ren er meathers april Thus Brief date

product of Wisconsin populism. At times it seems Wisconsin should take a sedative and go sit under a tree. Since 1957, Mr. Proximire has held the seat vacated by the death of a populist whose jingle proclaimed, "Nobody loves McCarthy but the pee-pul/ And we jus' love our Joe." Robert La Follette, the founding father of progressivism, first was governor and then, from 1906 until his death in 1925, senator. From 1925 until 1947, his son, Robert Jr., was senator. Then came Joseph McCarthy. So for 82 years the seat Mr. Proxmire occupies

has been held by live wires. Until recently, when his knees began to protest, Mr. Proximire, who is 73, ran the 4 miles (6.5 kilometers) from home to office. He has the slightly cadaverous look of the aggressively healthy. Some senators will be dry-eyed about the departure of this unclubbable man, but his departure will further dilute the Senate's

institutional memory. Although the Founders thought the Senate would be a largoon of stability, there is more turnover there than in the House, which is supposed to be a toy for the turbulent masses. This year, 99 percent of House incumbents seeking reelection won. Fifty-six of the 435 seats were uncontested. Twenty winners won with 90 percent of the vote. In 369 districts, the winners got more than 60 percent. And if 55 percent makes a land-slide, there were 401 landslides.

ಾಗ ಬಾಲಿಯಾಗಿದ್ದಾರೆ. ್ಕ್ ಗ್ರಹ್ಮ**ಿ** Today Mr. Proxmire is third in Senate seniority behind Mr. Thurmond and John Stennis. The retirements of Mr. ong no en godalar Proximire and Mr. Stennis will remove 72

WASHINGTON — William Prox-mire's 31-year Senate career, years of Senate experience. When the new Senate convenes, there will be just two members who were elected in the

niority will be just 10 years.

Mr. Proximire's favorite senator was Paul Douglas, Democrat of Illinois, "the senators, his unexpected victory in a only world-class economist ever to serve special election prevented a 48-48 tie in Congress." Mr. Douglas's motto, says Mr. Proximire, was that you do not have to be a wastrel to be a liberal.

Mr. Proxmire spent \$145.10 getting reelected in 1982 (\$33.65 less than in 1976). He thinks most senators could do the same. But — and this is the kind of Proxmire talk that sets some senators' teeth on edge -- "they like the ego trip of taking other people's money and spending it on television telling people what great guys they are." The man who won Mr. Proximite's seat this year spent \$5

million of his own money.

Of course Mr. Proxmire, like other senators, spends millions of government dollars on newsletters, home offices and other aids to self-promotion and re-election. Mr. Proxmire knows how to get noticed, as with his monthly Golden Fleece award, ridiculing what he considers foolish government spending. Some of his awards have been Philistine, but populism often is.

A survey of network news coverage in a recent year showed that 10 senators received 50 percent of the coverage, 20 senators got 68 percent and 17 senators never appeared on any of the 1,095 broadcasts. Mr. Proximire, chairman of the Banking Committee, has deservedly been one of the most noticed.

A graduate of Yale and Harvard Business School, he worries about the things populists have worried about since Wilm Jennings Bryan. They are economic giantism (for example, he dislikes inter-state branches of banks) and the quantity and value of money and credit.

But his worries have a conservative cast. He thinks the \$2.5 trillion federal debt and \$3 trillion household debt and \$4 trillion corporate debt denote a constituency for inflation. And he denies that the government should try to avoid recessions "at all costs." It should ameliorate the business cycle, but recessions are a price of a free economy.

dure is too replete with blocking mechanisms, and that the Senate needs something like the House Rules Committee to limit amendments and debate. He has long been a burr under the Senate's saddle. He once delivered a

blistering speech on the Senate floor, protesting Majority Leader Lyndon Johnson's cattle-prod style of leadership. Many colleagues praised him, but did so in calls to his home, not his office. That was back when the world was young and senators worried that their office phones were tapped.

Washington Post Writers Group.



LETTERS TO THE EDITOR

On a Strike in Malaysia

Regarding "Detainees in Malaysia Go on Hunger Strike" (Asian Topics, Nov. 3):

I would like to clarify that currently there are only 17 security detainees left of those detained in October 1987. All but one participated in the recent hunger strike. The report said that all detainees participating in the one-week strike were members of the opposition Democratic Action Party (DAP) and that all were Chinese. In fact, of the 16 detainees on strike, only 6 were Chinese and only 5 were DAP members, 2 of whom were of Indian origin. Nonparty individ-uals and Malays from Parti Islam Se

Malaysia (PAS) were also among the 16. The article misrepresented the situation by singling out opposition DAP members and Chinese as being political detainees on strike. Only those posing a security threat to the nation, irrespective of their racial origin and parties — both governmental and opposition — were de-tained in October 1987, in accordance Mr. Proxmire thinks that Senate procewith laws passed by Parliament to pre-

empt ethnic violence and maintain peace. Regarding the appointment of senior assistants, or headmasters, to Chinese schools, only Chinese teachers (who were involved with Chinese schools, though they may not have received formal Mandarin education) were appointed or promoted to vacancies. This was in conformity with existing procedures related to the teaching service, due to lack of candidates qualified in Mandarin.

S. RAJENDRAN. Embassy of Malaysia.

Ghosts of U.S. Politics Past

Regarding "Time for Straight-Talking Leadership" (Opinion, Nov. 14):

Anthony Lewis elevates self-criticism to one of the great American strengths, then laments that Americans were not willing to hear such criticism - over the budget deficit and America's declining competitiveness — during the 1988 presidential campaign.

Self-criticism does have a valued place in U.S. politics, but it should not be allowed to become an obsession. This occurred in the late 1970s, when doubt and indecision dominated the political and ultimately the economic landscape.

The gridlock of doubt and indecision was finally broken by President Reagan. He taught the American people that a better future was possible and that a positive attitude was needed to make it happen. As the assurance of the people increased, the present became better and the future brighter.

The days of "doom and gloom" are over. It is not surprising that the American people are unwilling to join Mr. Lewis in calling up the ghosts of politics past. HAROLD T. SIEVERS. Augsburg, West Germany.

Making a Trade Issue Clear

Three cheers to the International Herald Tribune for publishing "For Japanese, One Big Company Store" (Opinion, Nov. 26) by James Fallows.

Our thinking about Japan's trade policies all too often gets mired in what is,

ultimately, a type of condescension. "We can't really ask the Japanese to play fair. After all, they don't really understand fairness. They're so, well, Japanese ... Mr. Fallows's article should make clear to readers who have not spent time in Japan

the essential simplicity of the trade issue. JOHN L. HOLDEN. Hong Kong.

To Punish, Not to Deter

Regarding the New York Times edito-

rial "Death to the Public" (Ocs. 29): The most important aspect of the death penalty is not whether it will act as a deterrent but the simple fact that a person who commits a crime as heinous as murder does not deserve to live.

> SUSAN RICHARDS. Combloux, France.

Now That Curves Are In

Regarding "New Woman Begins Reign of Curves" (Fashion, Oct. 22):

Thank God the curvy woman is back in style. Maybe now diseases like bulimia and anorexia nervosa - whose countless victims starved and deformed themselves in the desperate attempt to look more like "pin-thin, boyish mannequins" - will become less prevalent. The idea that women should try to get rid of their hips and breasts is misogynistic. Why should we try to resemble men?

SARAH B. BUCHANAN.

Preachers of Americanism, They Came Back Converted

By Richard Reeves

WASHINGTON — For 24 hours recently in the Capitol of the United States, former Peace Corps volunteers read from their letters home in remembrance of the man who first sent them abroad, President John Kennedy. Looking back on their service for a year

MEANWHILE

or two in Peru or Nepal, each said much the same thing: I didn't change the world, but the world changed me.

"The service opened the eyes of all of us," said Donald Rosenberg, 34, a schoolteacher from New Jersey who served in Honduras in 1976 and 1977. "We found out that our way, the American way, was not the only way to do things."

The Peace Corps, an uncertain little experiment 27 years ago, has evolved into the one undisputed accomplishment of John Kennedy's short presidency. Perhaps that is fair. The idea of sending young Americans out into the Third World to teach English and dig drainage ditches was the only new thing about the "New Frontier" - until the brothers Kennedy reluctantly but bravely put the U.S. government on the side of black Americans living Third World lives right at home.

The Peace Corps, to most Americans, was modern missionary work, living and working with the downtrodden, preaching Americanism rather than Christianity. We would change the world. That part of it was our arrogance and ignorance. We got it all wrong at first.

Jawahariai Nehru was the one who got it right. When the prime minister of India was asked whether he would invite Peace Corps contingents, he said, "Yes, of course." Then he added, to the first direc-

tor of the corps, Sargent Shriver: "I am sure young Americans would learn a great deal in this country and it could be an important experience for them. I hope you and they will not be too disappointed if the Punjab, when they leave, is more or less the same as

t was before they came." The Punjab is indeed still the Punjab. But the young Americans who went there then are different from other Americans of their age. Peace Corps alumni have such distinctive attitudes about such things as public service and private wealth that they sometimes seem a tribe, able to recognize each other instinctively.

And most of America is still America: big, rich, self-centered and self-satisfied. As a people separated by great oceans

Letters intended for publication should be addressed "Letters to the Editor" and contain the writer's signature, name and full address. Letters should be brief and are subject to editing. We cannot be responsible for the return of unsolicited manuscripts.

from most of the world, we Americans have never had to be much interested in foreigners or what they think. We are generally convinced that we are better than "they" are - after all, how smart can they be if they can't speak English?

The Peace Corps volunteers learned other languages and came home as citi-zens of a larger world. Like many Viet-nam veterans, they have problems relating their foreign service to the day-to-day business of being American. They are between the ages of 25 and 50-something now, living all over the United States,

now, lying all over the United States, often shunning corporate America, preferring teaching or international work or some sort of "do-gooder" stuff.

They were and are an elite group, many from the best families and best universities, many now moving into leadership positions. Christopher Dodd, the sensior from Connecticut was in the senator from Connecticut, was in the Dominican Republic. Donna Sha-lala, the president of the University of

Wisconsin, was in Iran. However, sending our classically best and brightest was another thing we sometimes got wrong. Other countries often preferred young Americans who were better with tools than with books and ideas. Kwame Nkrumah, the first president of Ghana, said the kids who came were fine, but didn't America have a few plumbers and electricians to send over?

Not many. But those who went were usually creative enough to do whatever needed to be done, from teaching Shakespeare to persuading villagers that their children were sick because they used upstream river water as their toiler rather than that downstream.

Some, in fact, were too creative. Taylor Hackford, director of the movies "An Officer and a Gentleman" and "Everybody's All-American," was pulled out of Bolivia for starting a newspaper that be-gan criticizing U.S. diplomats. Paul Ther-oux, the novelist and travel writer, was kicked out of Tanganyika for delivering a note (innocently, he swears) that was part of a conspiracy to kill the prime minister

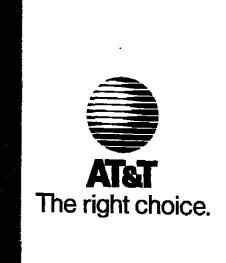
and take over the government.
There are 150,000 Peace Corps alumni now. Perhaps someday they will form a critical mass, enough of them to elevate American dialogue on foreign policy. That kind of potential political power is the hope of some, the despair of others. During the Nixon administration, tens of thousands of Peace Corps membership records were destroyed, ap-parently in fear that such records might become "liberal" mailing lists for advocates of a kinder, gentler America.

But, without name-tags, former members seemed able to find each other in the rotunda of the Capitol. Seeing and hearing more determined idealism than usual around there, I wondered if I had found the ten thousand points of light that President-elect George Bush says he sees but doesn't understand.

D Universal Press Syndicate.







I NTERNATIONAL RECRUITM

Seller's Market for Top Executives with Special Skills

While unemployment still dominates the lower end of the scale, skilled labor and top executive managers are finding their services in greater demand, thanks to a general skills mismatch, fewer graduates, and increased employment opportunities from companies looking for an international dimension.

At the senior executive level it is becoming a seller's market with executives able to take their time and wait for the right combination of offer and opportunitiy from compa-

Competitive edge will be in manufacturing sector

nies spurred into action by 1992 and other world markets, to lure them away. That demand, in a market that is already thriving, is expected to continue growing, particularly in international management positions and in the traditionally unattractive blue collar industry management sphere.

"Employment Outlook," published in September by the Parisbased Organization for Economic Cooperation and Development (OECD), predicted shortages of skilled labor following the 1.6 percent employment growth in the 24nation organization. But the report pointed out that the unemployed were not filling the job vacancies "effectively."

Donald McBaine, administrator of the Manpower Policies Division of the OECD, says that employment trends should move only marginally upward through 1989, but the skill shortages already emerging in several sectors will become more pronounced.

"We've got a surplus of people for jobs on the global scale but, at the same time, shortages in particular skill fields are being reported by large numbers of member coun-

tries," he said. Wouter van Ginneken, editor of the Geneva-based International Labor Office's World Labour Review, International recruitment faces a dynamic growth period as headhunting agencies increasingly go on safari for prized species of technical specialists and executives to lead companies into the 1990s.

says these shortages mean commercial companies and even government agencies will have management recruiters scrambling to recruit people with technical and language skills.

"For instance, West Germany is basically the biggest industrial producer in Europe," he said. "Their labor force is going to decline so I expect quite few people will move there. But there will also be a relocation of manufacturing activities to low income countries such as Portugal and Spain."

Mr. van Ginneken also says that governments need to encourage some of the two-way mobility already seen in Japanese public and private sector finance fields, where executives switch back and forth, if they want to run efficient and successful services.

"Governments will have to raise salaries if they want to attract better and more businesslike people in other areas like health and environment, which have been dominated by more socially oriented people," he said. "In the future you will need more business-oriented people to run and manage what is basically huge sums of money and amounts of people."

Mike Johnson, editor of International Management magazine, foresees an upward spiral of executive wages, benefits and recruitment business because of the lack of foresight on the part of educators and

"I see a lot of very costly on-the-job training ahead," he said. "Onthe-job training is the only answer when you are facing a shortage of the magnitude Europe is going to face. Olivetti has said that within a couple of years its own needs for management trainee hirees will be such that they could absorb the entire output of European business schools alone. That's a graphic ex-

Mr. Johnson also warned of continuing problems on the horizon for blue collar industries as they struggle to attract business graduates.

"There has been a serious gap, probably the most serious gap in the 'dirty end' of the business — that is, in the manufacturing industry," he said. "The irony is that this is the crucial end of the business for most companies. That's where the progress is going to be made and where the competitive edge is going to be developed. Business school graduates tend to gravitate into finance and consulting because these are still regarded by young people as the more elegant and noble pursuits, not to mention the best paid."

But Mr. Johnson also observes a change in attitude in educators and in some up-and-coming management graduates.

"There is some progress being made to shift the direction," he said. 'I know there is a movement at Harvard to upgrade the status of the manufacturing function to a level that will attract the best minds. Graduates are also starting to recognize that there is a certain lack of stability and tenure in the financial market.'

Robert Baird, editor of the British headhunting annual Executive Grapevine also sees an increase in executive search (a word of mouth, no advertising, "headhunting" operation) and executive recruitment/ selection (recruitment advertising and selection) business. In the United Kingdom, he estimates, about 150 firms are engaged in search and a further 700 in selection.

"We see a continual movement by companies to using a third party for their senior recruitment," he

said. "We estimate fees carned in third party recruitment at £500 million last year and advertising costs at another £500 million. So we have an industry worth £1 billion just in U.K. terms."

And Mr. Baird says the doors may open for further recruitment in the emerging Soviet, Chinese and Pacific Rim' markets.

Three major areas — Europe, North American and certain countries in the Middle East - remain targets for most companies," he said. "But there is beginning to be interest from Tokyo as the old cradle-to-the-grave family business scenario breaks down. Now every plane that lands has another executive search consultant (in Japan they are known as scout men) on board. There are some search firms who have conducted searches in China. And what you're also got to bear in mind is that Pravda has begun to carry recruitment advertising in a small way for the first time ever. It won't explode overnight but a trend may develop."

However, Mr. Baird says, the business of obtaining an executive

or skilled scalp will become increasingly tough. "It's no longer the mobility of the manager — it's the mobility of the manager's spouse, be it a he or she," he said. "The manager's spouse may, at the top level, also have a career and may not wish to move at that point. Additionally, more and more managers are beginning to question the whole need for mobility vis-a-vis the quali-

The consequence is that pay and incentives will increase as companies attempt to corner their share of what is increasingly being seen as a "commodity" of skilled and educated workers.

There is a good example in the city of Norwich in England where the Norwich Union Insurance Company has taken every single school leaver from the Sixth Form level into their company," he said. "We're going to see prices shoot up, never mind for the top executives,

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At the chief executive level, total remuneration includes perquisites and — in Canada, France, Switzerland, the U.K. and the U.S. long-term incentives. Employer-provided benefits significantly enhance the value of the package in most European countries. Despite these disparities, the global pecking order is clear. Indeed, the cash component of a U.S. chief executive's package is equal to the total remuneration of his U.K. counterpart.

but for people lower down, too, as skill shortages begin to take effect."

Source: TPF&C 1988

Target executives, meanwhile, can look forward to more discreet telephone calls and an increasing menu of performance-related payments and alternative perks as companies vie more intensely for executive talents. And such is the success of both the executive search and recruitment industries that increas-

ing numbers of headhunters are becoming targets of their own expand-

"It's a very skillful job and a good operator in this business is a valuable commodity," says Hoggett-Bowers' Mr. Adderley. "The consequence is that more people are headhunting the headhunters."

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Business Schools: Investing in a Career

INSEAD, the Fontaine-bleau-based European Institute of Business Administration, runs Europe's oldest and largest MBA program. Founded in 1958, it currently attracts over 400 new students a year from around the world in pursuit of the institute's coveted MBA diploma, which helps assure them a place in the upper echelons of international man-

José Larguier helped found the MBA Institute in Paris in 1982 to provide similar training, "My ambition was to create international managers, so we take in students after their Baccalaureat and train them in readiness for MBA studies in leading American colleges such as Harvard, Wharton, MIT, Cornell or Dartmouth," comments Mr. Larguier, noting that the MBA Institute enrolls 250 students a year, and 40 per-cent of its graduates

In his guide to progressive management Up the Organization, author Robert Townsend advises his readers "to carefully examine every new expense and activity to see whether it's a necessity or an ornament." The warning, intended for ambitious small companies, is equally applicable to executives investing in their own fu-

subsequently enter the Europe to take advantage top ten American business schools.

In addition to students just beginning their careers, many experienced executives are willing to follow a busy working week with a sixth, 12-hour working day in order to further their professional studies. At BSL, the Business School of Lausanne, for example, the average age of those attending the intensive MBA course is 32, and the students regularly fly in from all over

of this advanced training. John Hobbs, one of the

school's founders, explains BSL's appeal: "We emphasize practice rather than theory, our lecturers are all prominent businessmen themselves and with a staff ratio of 30 lecturers to 20 students we can focus on in-depth case studies."

The practical appeal of continued education is perhaps best underlined by the diplomats and corporate executives - including the presidents of nine Fortune 500 companies — that attend the BSA's doctoral studies program, filing assignments by fax to complete their studies over a twoyear period.

The most important thing is practice; everything we do is based on that principle," agrees Professor Xavier Nieberdinj of the European University. The University, which is a member of the American Assembly of Collegiate Schools of Business, was started in 1977 in Antwerp and now has branches in Brussels, Versailles, Toulouse, Montreux, Geneva, Barcelona and Abidian.

Offering bachelors and masters degrees, the European University offers students the opportunity to further their international experience by moving from branch to branch, term by term.

The expense? Two semesters at the European University will cost a student \$5,000. The activity? In addition to travel and training, the University emphasizes linguistic skills, allowing students to choose among English, Dutch, French, Spanish, Italian, Japanese and Chinese. And the potential return on this investment? Almost limitless, as another ambitious MBA enters the ranks of international management,

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INTERNATIONAL RECRUITMENT

Headhunting: A 50-year-old Business Goes International

The basic procedures of executive search — or headhunting, as it is better known — have changed little since it first emerged in the United States some 50 years ago. The headhunter identifies the client's need, focuses on as many as 50 to 100 candidates with the appropriate skills, meets with 15 to 20 candidates and tests and presents from three to six candidates to the client. Target candidates ideally include

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most European countries Dep. g wider is clear Indeed, the con-

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executives already in the client's or headhunter's databanks because they have indicated an interest, along with executives who may not have shown an interest but have been identified by the headhunter. Often these are executives who have been in their jobs for two to four years and are prone to make a

Traditional, discreet, word-ofmouth methods of contacting potential "heads" are still employed by the leading headhunters. Contact may be made through the home or through the office, and the name of the client is usually withheld until the headhunter has established that the executive is a serious contender.

Executive search grew out of competition within the American clothing trade. But the business really took flight in the postwar general management shortage. Today the business is international and has an annual turnover estimated in billions of dollars.

A headhunter typically takes 30 to 40 percent of the executive's firstyear salary in fees (paid by the employer), but many companies charge a minimum fee of \$30,000 plus expenses.

Some aspects of the industry are changing, however. The addition of computer-generated databanks and executive testing probes such as graphology and psychometric (written intelligence and personality) exams are leading to more industry sophistication, according to headhunters.

Peter Adderley, the managing director of Hoggett Bowers, a com-bined executive search and selection (both headhunting and executive position advertising) company, believes agencies must increasingly think on a global scale.

"Clients are wanting to deal more and more with the larger, interna-tional operations," he says. "There's often a synergy between a large corporation and a large firm of lawyers or auditors; the same has proven to be the case with executive search agencies. Companies want a relationship of years rather than on-off assignments."

Olivier Hugla, a Paris-based vice president of Korn/Ferry International, the world's largest executive search company, notes that his company has gained an increasing amount of business since it expanded its European operations. The company, founded in 1969 in Los Angeles, now has 275 executive search consultants in 40 offices in 20 countries and does 2,000 searches a year, yielding turnover of nearly \$80 million.

"We are requested by clients to go more down the line into middle management for very specific positions where there is scarcity of quality people," he says. "There, of course, because of the supply and demand situation, just passing ads was useless. It's particularly the case in the banking and financial services community.'

Headhunters also say that some company attitudes to internal promotion and the old boy-school tie network are changing as chairmen

and board executives realize that any management shortsightedness can cost millions of dollars.

The companies are also more and more open in terms of their willingness to accept women, especially in the new areas — the service industries," Mr. Hugla says. "But recruiting retired executives is not



Olivier Hugla, associate director, Korn/Ferry International.

'in' yet. It's a pity because there are a lot of people with a lot of experience who could bring something to companies. But because there has been such a drastic and rapid change, those people are seen as

While confidentiality remains the

watchword of executive search companies, Mr. Hugla adds that there is increased communication between the hunter and the hunted. "People are less scared to come to us and less scared to send in a resume, which they wouldn't do some years ago," he said. "In Japan, for instance, there used to be no turnover. Now things are moving. When we call on Japanese firms, it's not unusual for the managers to leave us their ré-sumés. They are ready to move."

John Stork, chairman of John Stork International, says both the executives and the headhunters are becoming more sophisticated. "The days are long gone when people would never talk to an executive searcher," he says. "But executives are more aware that they can be selective. They listen now but they won't be as quick to make a move. And the consultants are younger and far more atuned to the profession. It's certainly no longer a job for a retired personnel director. Few of them are very successful."

One of the most successful headhunters in the business is Kim Owen-Browne, whose solo practice goes against the grain of the international, multi-office approach adopted by many of his competitors. His work is strictly by word-of-mouth, underscored by the fact that he has never advertised his talents since leaving his world marketing directorship at Plessy some 16 years ago. His fee, like that of most other headhunters, is about one third of

the executive's first-year salary, and he claims to hunt in the most exclusive parts of the executive jungle. His 16 searches since last March, he says, have netted him an average of £80,000 (\$140,000) each in fees.

Mr. Owen-Browne, who is British, describes the role of the headhunter as "a casting director looking to bring a leading person into a starring role." He is adamant that executives must not be "bought," and, according to industry rumor, has even persuaded executives to accept a drop in salary to gain the immediate challenge and future opportunity of a new job.

"If you're going to do well, then you've got to look to taking the person to the next step up," he says. 'l don't believe in 'buying' anybody. You've got to sell them the opportunity and challenge."

Mr. Stork agrees, and points out that incentives such as split-currency salaries, cars and even the heavily touted performance-related bonus are increasingly secondary in many

"They're becoming very selective about who they will work for." he says of executives. "It's not the money. We've recently done a survev of attitudes. While money is important and always in the top 10 of any list, what really turns people on is the sense of achievement and opportunity to do something - to contribute to the development of that business."

Sean Kelly

Corporate Cultures Adjust to Global Environment

"It was an eye-opener in every way," says Eduardo Casais, director of Training and Development in Europe for Motorola, "but especially we admired the Japanese com-

pany spirit." In Europe, the result of this visit has been the launching of Motorola's
"Total Customer Satisfaction Program." Under this program, 144 top. managers and around 9,000 other company employees will participate in an ongoing series of seminars scheduled to continue until 1993. The goal is to create "a totally market-driven customer-oriented company culture," by motivating everyone, from the boss to the salesman on the road, the telephone operator and the

office boy. Motorola's tailor-made program is a special case. But it demonstrates a trend. In mid-November, over 350 company managers and human resource (HR) directors met in Rome under the auspices of Hay Consultants to consider the impact an integrated European market will have on all areas

of human resources.
In the United Kingdom, the stream of privatizations under Prime Minister Thatcher has provided a testing ground for human resource initiatives. The Hay group, specialists in human resource development and pay structures, have been involved, after the fact, with a majority of the privatized companies. One third of the 110 U.K. staff has been working on issues relating to privatiza-tion since it all began.
"When you're dealing

with people who have lived in a particular type of environment for some time, it's not the smart thing to move them too far too fast," says Graeme Laws, a director of Hay Management Consultants Limited in London. Pay standards are always the most pressing problem, to assure a change from civil service mentalities. But pay-by-performance would clearly alienate too many employees, he explains. Thus, the salary area continues to present difficulties requiring new

approaches and solutions. British Airways, however, has proved a prime example of a privatized group with a dynamic new image. Much credit for the turnaround goes

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After years of fighting Japanese competition, senior management at Motorola, the U.S. maker of semiconductors, accepted an invitation last year to visit the headquarters of five of Japan's leading manufacturers.

lery, management recruit-

ment director. Similar

two-year training pro-

grams have been used by

the Japanese for years,

but the multicultural di-

mension of Olivetti's ex-

periment makes it unique.

Parfums headquarters in Paris, Claude Odier, in-

ternational human re-

sources director, has giv-

en top priority to recruiting and training

staff for export work par-

ticularly in the Far East.

"We see our business in

the Far East enjoying

considerable growth in

the next three years," he

At Yves Saint Laurent

to the Danish consultancy group, Time Manager International (TMI), now in 38 countries.

At TMI, they call it the moment of truth — that point of contact between the customer and the company employee, at whatever level, when the right or wrong impression gets across. Through thousands upon thousands of transitory contacts, a company's reputation is made or marred. TMI generally works with classes of 100 employees, through role playing and "Molière" scenarios, to help them lose complexes and participate fully in the emergence of a new

corporate awareness. Even the Russians have signed up for TMI seminars. There is now a joint TMI Russian affiliate in Moscow since Oct. 10. Over 25,000 Russian bureaucrats and managers will take two-day seminars, in the spirit of Perestroiks, to learn how to be more efficient, how to be part of a team, and how best to convey their country's message and sell

their country's products. In recent years, most multinationals have increased their personnel training budgets, and HR departments have acquired greater status and power. While new ways of recruiting and training young executives are being implemented, traditional training programs are being stepped up. In Europe, the goal is to create the Euromanager multilingual, multicultur-

al and multifaceted. The most elaborate recruiting effort to date is the \$20 million "No Frontiers" program at

Olivetti, devised by the says. Mr. Odier is currentflamboyant Italian entrely working on new human preneur, Carlo de Beneresource systems for worldwide implementadetti. The company advertised last fall in 19



Claude Odier of YSL Parfums.

On the Continent, the Euromanager has already emerged. For example, the German group, Henkel, now expects that managers in the top two tiers have at least two years experience managing an overseas affiliate. But most U.K. managers still lack sufficient language skills to qualify as Euromanagers. ICI is one of the few companies with a foreign language unit. The Confederation of British Industry is now

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pushing home-grown companies to sponsor more language training.

As business becomes increasingly global, European companies are also using cross-cultural training seminars for their management teams posted outside Europe in order to avoid expensive failures adapting to another country's culture and business credo.

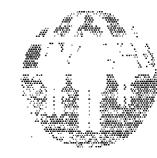
Franco d'Egidio, managing director of the Italin TMI affiliate. Summit, explains that TMI has developed a European approach to changing corporate behavior, more sophisticated than the American one, more realistic for European society than the Japanese. It derives from the Scandinavian business culture that produced such multinationals as Ericsson, Electrolux, Volvo and Ikea.

Carolyn Pfaff

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TECHNICAL DIRECTOR

A Solemn Tribute to Stalin's Victims

By Felicity Barringer New York Times Service

MOSCOW - The exhibit was billed as the focus of "a week of conscience" to remember the victims of Stalin's repressions. But seven days stretched to eight and still the crowds clamored to take part in the mourning that had waited 50 years to find its voice.

They filed through the halls at the House of Culture of the Moscow Electric Light Factory, carrying papers long since yellowed, tearing at the brittle folds, saying their parents and uncles and grandparents had been arrested, had died and, sometimes, had been posthumously absolved.

They came, 35,000 in nine days, to stare at a bulletin board filled with aging photographs and spare facts: date of birth, profession, date of arrest, date of death. And in their silent, cathartic communion they seemed to breathe the immortality that is memory into that field of forgotten faces.

The exhibit, which closed Sunday, became a magnet for those curious about the purges of the Stalin era, in which between 10 million and 20 million people died, and for their survivors

"I just wrote, Who knew this ason?" Galina Astapova said on Sunday as she straightened her small, trim frame and looked

In the book where visitors were asked to record the facts of their relatives' arrests or disappearances, she had written her grandfather's name, Anisim A. Perkel, and his last job as a Communist Party organizer in the Amur re-gion in Siberia.

"My mother didn't live to see political argument."

this," she said, gesturing toward

called a 'daughter of an enemy of the people' in her childhood. She couldn't study, couldn't find a place to work. I'm his grand-

daughter. I must do this." Mrs. Astapova gestured toward her 10-year-old daughter, Marina, drawing the child close. "And she must see this."

During Mrs. Astapova's childhood in the Brezhnev years, rela-

lain is assured, some people make historical arguments that take the purges back beyond 1924, still an inviolable boundary.

If the people killed by security forces before that time were victims of "the repressions," then the man responsible would have to be Lenin, who remains virtually beyond criticism here.

They are having trouble even agreeing what the inscription on

In a blue-crayoned scrawl above the scores of other notices, next to a sepia picture of a man with two children, was written: 'Father, I did not betray you.'

tives who went to the camps were a shameful family secret.

Even though Mikhail S. Gorbachev's policy of glasnost has allowed public discussion of the purges over the last 18 months, the exhibit did what articles could not: it allowed the many lonely silences to end, together, in open anger and open sorrow. Downstairs, at the entrance to

the exhibit, stood a wheelbarrow for donations for the construction of a memorial to the victims. According to Alexander I. Vainshtein, director of the House of Culture, more than 50,000 rubles (\$80,000) had been thrown

into the wheelbarrow by week's The exhibit was the most public vessel for a flood of re-examination of a period of Soviet life whose very dates are a matter of

While Stalin's role as chief vil-

the memorial should say," said a cultural figure familiar with the effort. "To Stalin's victims? To the victims of repression? To

those innocents who perished? The arguments go on all night."
A group called Memorial which is directing the project, has united people on both sides of the increasingly gray line that divides respectable Soviet liberals from still-disreputable dissidents.

Memorial is supported by the liberal publications Ogonyok and Moscow News, which sponsored the exhibit, and such establishment figures as the playwright Mikhail Shatrov and the historian Yuri Afanasyev. But the rankand-file workers on the project include such longtime dissidents as Larisa Bogoraz

Among the tasks of the workers is a grim mountain of clerical work, recording the names and vital statistics of those who perMemorial bulletin board served as a collection box for such information. One of the scores of no-tices read: "Who saw my father on the last days before his execution? Juk, Pyotr Petrovich. Arrested, Moscow, Oct. 8, 1937."

In a blue-crayoned scrawi above the scores of other notices, next to a sepia picture of a man with two children, was written: Father, I did not betray you."

Moscow News, which published a dozen articles on the repression, included an interview with Grigory Niyazov, an executioner from Omsk.

Describing how a truck would take the victims to a hilltop a few miles from town, he said: "We'd shout, 'Come on out! Line up!' They get out, and in front of the there's a pit dug for them. They'd get out and start huddling closer together, and we'd immediately open fire."

"We'd go back to the camp," he said, "put our automatics back in the guard room and drink as much as we wanted - for free." In the same issue, the historian

Roy A. Medvedev gave the high-est estimates yet published here of the number of those who perished or were imprisoned from the late 1920s on. His figures, which are slightly

below the best known Western estimates, add up to between nine million and 10 million dead by Including the last spasm of ar-

rests in the 1950s, Mr. Medvedev's estimates of those arrested, imprisoned, or exiled come to 17 to 19 million, in addition to the 10

Likud Woos **Labor With** 2 Important **Cabinet Jobs**

The Assuciated Pres JERUSALEM - Leaders of Prime Minister Yitzhak Shamir's

rightist Likud bloc gave him approval Monday to make a major concession of important cabinet posts to lure the rival Labor Party into a joint governing coalition, party leaders said.

The 10 Likud ministers decided to offer Labor the job of defense minister and either the finance or foreign portfolio, said Welfare Minister Moshe Katsav of Likud. The party earlier had refused to

concede more than the Defense Ministry to Labor. The turnabout came after Mr. Shamir's negotia-tions with seven smaller parties on forming a majority coalition foun-dered over conflicting demands for cabinet posts.

"We all believe we should build a government under our leadership, a government that will lead the country with our strength," Mr. Shamir told the ministers, according to a party statement.

"But because we are not only concerned with party interests but for the country's general welfare, from this standpoint a broad-based government is preferable. Labor broke off talks with Likud

last week after Likud refused to reach a power-sharing agreement. But Mr. Katzav said after Monday's meeting of Likud leaders:
"Now we can be more open. We are ready to give two ministries which

we were previously not ready to." The ministers made no decision about what foreign policy a joint government would have. Israeli news reports said Likud would insist that Foreign Minister Shimon Peres, the Labor leader, be barred from advocating an international Middle East peace conference.

Mr. Peres responded to Likud's decision by saying he would not join a government that ruled out peace initiatives or would not allow the opening of peace talks at an international conference.

He also promised American Jewish leaders at a meeting Monday that he would oppose controversia legislation that would outlaw nonthodox conversions to Judaism in Israel, the radio said.

Mr. Peres was to meet with Mr. Shamir and Defense Minister Yitzhak Rabin later Monday.



Zephania Mothopeng and his wife, Urbana, during a soleam moment at the news conference.

A Leading Black Nationalist Defies Botha

SOWETO, South Africa - The president of the Pan Africanist Congress, Zephania Mothopeng, a leading black nationalist recently released from prison after serving 12 years for trying to overthrow the white government, challenged President Pieter W. Botha on Monday to release other political prisoners and to legalize all black liberation movements, including the outlawed African National Congress.

In what appeared to be a calculated affront to South Africa's emergency regulations, Mr. Mothopeng also called upon black students to "wisely" school boycotts as a tactic for liberation. He urged the international community "not to be fooled by cosmetic change" and to intensify pum-

tive economic, cultural and sports sanctions against Pretoria.

Under the emergency regulations, to call for sanctions and boycotts, or to demand the release of political prisoners, is an offense punishable by up to 10 years in prison.

"The only thing that I am prepared to negotiate is the return of our land to its rightful owners," Mr. Mothopeng declared, as supporters raised clenched fists and chanted freedom slogans.

On the question of violence as a strategy for change, he said cautiously, "It is not for us to decide whether there will be violence or not, as we are living in a violent situation not of the making of the African people."

from their village in the north of on," said one leftist activist who Morazán, according to the refugees has worked with the rebels, "beand relief workers. cause they will step up the war More than 20 of those forced to across the country and feel the time The guerrillas have long forced

By Douglas Farah Washington Post Service

SAN FRANCISCO GOTERA, El Salvador — Leftist rebels appear to have embarked on a campaign to force civilians in the countryside to take sides in the civil war here by assassinating local civilian government leaders and driving villagers who refuse to collaborate from

In the last two months, the rebel Farabundo Marti National Liberation Front, or FMLN, has assassinated the mayors of five towns in Morazán Province, which has been badly affected by the war, and one in San Vicente Province. The front has also threatened others in an effort to demonstrate that the U.S.backed military is incapable of providing the protection necessary for the government to exercise political

And, in one of the largest such

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leave the town of Nahuaterique, for definition has come. near the Honduran border, spoke to reporters in San Francisco Gotera about the increase in military

actions by the guerrillas in the area. As fighting increases in El Salvador, life is becoming more dangerous for those who try to survive in war zones by not taking part in the nine-year-old civil war, which has left more than 60,000 dead and 500,000 displaced. Those who refused either to fice

the army sweeps or to join the rebels have survived by giving both sides what they wanted and committing themselves to no one. Sources on both sides say this type allegiance because they view the

Salvador Civilians Forced to Take Sides

"There is not going to be the tolerance in areas where there has been a lot of political work for nonparticipants. They know this may cost them in terms of image, but they believe it is necessary to secure their rearguard as the war

The U.S.-backed military, devoting more time and energy to "psychological operations," is also pressuring civilians to "define" themselves. Those who do not, or who are suspected of favoring the gnerrillas, can be killed or jailed or may simply disappear.

A report by the New York-based human rights organization Ameriof neutrality is no longer accept-able, and both sides are demanding cas Watch, issued in September, says the military was responsible next year as crucial in the struggle. for killing 52 civilians in the first six "The FMLN wants people to be-months of 1988, compared with 72 actions of the war, the rebels in recent weeks expelled 110 people gin to decide whose side they are in all of 1987. The guernillas are

accused of causing 27 deaths in the first six months of 1988, compared with 31 in all of 1987.

suspected informers to leave their homes, usually one or two at a time, and those who refused have been killed. But, according to the refugees and the military, the recent incident was the first mass expulsion of part of a village from areas largely controlled by the rebels.

Sources who know the liberation front well said it was not clear if the expulsions were official rebel policy or the work of a single commander. But the fact that the rebels' clandestine Radio Venceremos, the official voice of

formal policy.

"We do not just kill them," a member of the front said. "We give them a change to stop collaborating with the North American counency project. We mus show that the government cannot exercise political control where it does not have military control. That is illogical."

Of the 26 mayors in the province, only eight live in their communities, according to Lieutenant Colonel Roman Barrera, military commander in San Francisco Gotera. The other 18 live in this heavily fortified parrison city-

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the front, announced the killing of the mayors indicated that it was a John Carradine, Actor, The mayors are usually warned to leave; if they do not, they are Is Dead in Milan at 82 "brought to justice."

MILAN — John Carradine, 82, the patriarch of an American acting family who appeared in more well, particularly in the plays of than 500 films, died Sunday, a Shakespeare. spokeswoman at a Milan hospital

said Monday. The spokeswoman at Fatebenefratelli Hospital said that Mr. Car-radine had been hospitalized since Thursday, but she did not disclose the cause of death.

Mr. Carradine appeared in such film classics as "Stagecoach" with John Wayne and "Grapes of Wrath" with Henry Fonda, He also played leads in numerous "B" movies and portrayed Count Dracula three times on the screen.

John Carradine was born Richmond Reed Carradine in New York City. His father was a lawyer, poet and printer who became an Associated Press correspondent in Press, 516 W. 34th St., New York, N.Y. London. His mother was a surgeon. As a young man, he hitchhiked

cross America, drawing sketches of people he met to pay for food and reaching Los Angeles aboard a banana train. He made his film debut in 1930 with the talkie remake of "Tol'able David."

By 1935, he had changed his name to John Carradine, and his voice attracted the attention of John Ford and other directors. In

time, he became one of Hollywood's busiest character actors. But he worked often on stage as

Other deaths: Takieddine Solh, 80, a former Lebanese prime minister and a veteran conservative politician, in Paris on Sunday after a heart attack. Prince Mohammed iba Abdula-

ziz, 80, the eldest surviving brother of King Fahd of Saudi Arabia, Friday in Riyadh.



John Carradine

An Israeli Foreign Ministry Official Made Unauthorized Visit to Moscow

JERUSALEM — Foreign Ministry officials said Monday that a visit to the Soviet Union by its director-general, Avraham Tamir.

had not been authorized by the Israeli government. Mr Tamir, who arrived in Moscow on Sunday to meet with Isra-el's consular delegation, is the high-est-ranking Israeli to visit the

ties with the Jewish state after the

His 36-hour visit was not scheduled to include meetings with Sovi-et leaders, said the officials.

They said the trip was not cleared with Foreign Minister Shi-mon Peres or other government leaders and had provoked angry

very surprised," a Foreign Ministry official said, speaking on condition of anonymity. Soviet Union since the Kremlin cut

Mengistu Voices **Hope for Better** Ties Under Bush New York Times Service

ADDIS ABABA, Ethiopia -The president of Ethiopia, Lieutenant Colonel Mengistu Haile Maram who has been a harsh critic of the United States, said in an interview that he hoped the Bush administration would help improve relations between the two coun-

Colonel Mengistu, the leader of one of the world's most rigid Marx. ist-Leninist states, made his overture after a midyear visit to the Soviet Union, his major arms and economic benefactor.

There, diplomats said, he was urged to seek a political solution to the long civil war in the country's northern provinces and encouraged to broaden his relations with the

The colonel, who said that neither Ethiopia nor the United States stood to gain from bad relations, sent a swift and unusually warm message of congratulations to President-elect George Bush.

"Mr. Peres wasn't happy; he was Swedes Uncover Bugs'

STOCKHOLM -- Sweden has anonymity.

discovered eavesdropping devices
"We only heard about this visit in the residence of its ambassador

JAPAN: U.S. Had a Monetary Plan to Balance Trade, but It Backfired

(Continued from Page 1) rivals to buy American real estate and corporations.

 Japanese investors have lent so much money to the United States, mainly by buying Treasury secuni-ties, that they would be able to jolt the markets if, for example, they grew impatient with the new president's progress in trimming the budget deficit. It is not clear whether they would use this power.

a region of strong economies. Because other Asian currencies did not rise as much as the yen in relation to the dollar, Japan invested heavily in neighboring countries like Taiwan and South Korea, industrializing them. At the same time, exports from eastern Asia were booming. As a result, there has been a new economic integration of Japan and the rest of the region, where Japan wields enor-

it once conquered by force of arms. As Japan pushes past the Unit-ed States as the world's largest aid donor, it has acquired new power to influence developing nations and shape international economic policy, sometimes in ways that put

At last, Japan's surplus in trade with the United States is shrinking. although not as quickly as economists predicted it would. The yen's rise forced Japan to

markets. Prices of many foreign products in Japan are down slightly and imports are way up, although American companies have not moved as nimbly as their European and Asian competitors to take advantage of the new exchange rates. And Japanese exports continue to

To the Japanese, who once greet-ed every leap of the yen with cries of impending disaster, the verdict now seems clear. "The story started with American pressure and Japa-nese resistance," said Akio Kohno, a professor of economics at To-kyo's Sophia University. "But the result is absolutely favorable to Ja-

The unexpected consequences of a strong yen are leading some Americans and Japanese to argue that the Reagan administration re-lied too much on monetary policy and too little on improving the basic competitiveness of American

"I think the administration saw it as a quick fix to the problem." said Representative Richard A. dent-elect George Bush does not Gephardt, Democrat of Missouri, reduce the budget deficit. who is an outspoken critic of Japanese trade barriers. "I'm not saying there didn't need

to be an adjustment," he said, "But we've seen a huge depreciation of the dollar and appreciation of the yen, and we're still facing a \$52 billion trade deficit." The strong yen has sent Japanese

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billion to buy 95 foreign companies, many in the United States, according to the Industrial Bank of Japan. It estimates that this year's total purchases will total \$16 bil- tries it once tried to colonize.

Japan's huge investments in U.S. government debt and securities are raising concerns about American vulnerability.
Last year, the Japanese held
\$16.9 billion in foreign stocks and

\$73 billion in foreign bonds, mostly in the United States. Holders of American securities lost money as the dollar declined, and Japanese investors have been net sellers of Treasury securities in recent months. Nonetheless, they

American government debt and These large holdings have stirred American fears that Japan could now exercise a virtual veto power over U.S. domestic economic policy — for example, by cutting back their financing of the debt if Presi-

still hold enormous investments in

reduce its deficit and to discourage Americans from spending beyond their means.

But they argue that Americans

The first speaker told his audineed not fear that Japan will use its

ence that if Japan's gross national

1988, Japanese companies spent \$9 buge losses for Japanese investors.

The strong yen has forced a revolution in Japanese management and has changed Japan's relation-ship with many of the Asian coun-

Because the cost of making a product in Japan is now so high, Japanese companies have had to abandon their policy of producing everything at home and are moving factories - and factory jobs overseas. The biggest beneficiaries have been Japan's Asian neighbors.

Japanese economists like Hisao Kanamori, head of the Japan Economic Research Center, point to Japan's new economic integration with Asia as one of the most dramatic results of the strong yen.

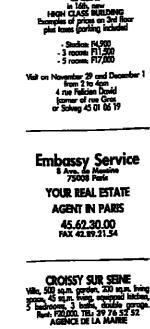
By March 31 of this year, Japan had invested a total of \$26.7 billion in Asia, second only to its \$50 billion of direct investment in the United States.

Thanks partly to the strong yea, Japan will soon surpass the United States as the world's largest foreign donor.

Just how far Japan has gone un-Japanese businessmen, politi-cians, and officials are calling on the United States to move fast to The Yen as an International Currency," a topic that a few years ago. would have brought only shrugs.

ت. الأسام

investment power to force changes product was going to surpass that in U.S. economic policy. They give of the United States in the 21st The strong yen has sent squared companies on a shopping spree for in U.S. economic policy. They give or the outer scale of the control of the first seven months of American markets would mean play a larger role.



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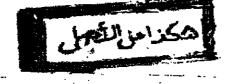
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Japan has become dominant in

mous influence over countries that it at odds with the United States. The United States has achieved some of the things it hoped for with the weak-dollar policy.

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ARTS/LEISURE

Jackie McLean: Playing the Sax Minus the Sugar

By Mike Zwerin

PARIS — Jackie McLean is looking for the common tone, to be able to move between all 12 tonal centers with total freedom and under complete control. The listener should know nothing about this. In order for this to work, the force must be emotional not technical. The other night, during his two weeks at the Magnetic Terrace, he felt he got pretty close to something he's been searching for a long time.

He is among the few remaining evergreens with enough will and force to motivate themselves night after night despite age, a demanding metier, prejudice, tangents and contrary trends. His alto-saxophone style combines the solid texture of Sonny Rollins's tenor and the fluidity of Bud Powell's piano - shorthand, but true enough as far as it goes. His angular-phrased tough, seductive sound is as unmis-takably recognizable as anybody active today. He calls it "sugar-

Which may or may not have Freudian implications because he grew up on Sugar Hill, once a noble corner in Harlem now souring fast into drugs and shoot-outs. "The streets were clean when I was a kid there," he says, at once proud and sour about it. "Duke Ellington, Nat Cole and Don Redman lived in the neighborhood. People cared about our neighborhood."

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McLean, who was born in 1932, heard Charlie Parker at the age of 14 and "the first time that name came out of my mouth I knew at that moment I was going to be a musician." Five years later, he joined Miles Davis. Looking back, he wonders: "How did I do it that fast?" He was fast and furious in his early '20s. "When I was strung out on dope my hom was in the pawn shop most of the time and I was a most confused and troublesome young man. I was constantly on the street, in jail, or in a hospital

kicking a habit.
"The New York police had the time and the state of the contraction snatched my cabaret card and I couldn't work the clubs any more ・ できまれることがある。 except with [Charles] Mingus who used to hire me under an assumed name. [He can be heard already moving between tonal centers on Mingus's record Pithecanthroous Erectus' in the '50s.] The thing that saved my life was a Jackie McLean Fan Club started in 1958 by a guy and can search 600 years of interpretations named Jim Harrison. I didn't have of the 14th-century work and isolate words of "The Divine Comedy," whose 15,000 lines

a big name or anything but he col-lected dues and he'd rent a hall once a month and present me in

McLean played the saxophonist -four years at \$95 a week -in the first Living Theater production of "The Connection," an off-Broadway milestone which cast a new perspective on the nature of makebelieve. The junkie hustling the au-dience waiting in the lobby turned out to be an actor, the hostile woman in the mezzanine was part of the cast. Some of the actors were addicts, but you weren't sure who. "I fell in love with theater there," he says. "My playing became a lot more theatrical after that" Remembering how lean and

mean he looked in those days, like an early James Dean, and seeing him now with a girth approaching the late Sydney Greenstreet, it is astonishing how the lust to take risks can be, if anything, greater 30 years later. There has never been and there certainly is not now anything approaching the phlegmatic about this man. The following is a story about the old days told without punctuation during a run to a pharmacy to buy a comucopia of homeopathic medicines:

"Sonny Rollins and me were sitting in this club and suddenly the door opened and it's Sonny Stitt and he said 'okay I've been waiting for this' and he had an alto under one arm and a tenor under another and it was like 'High Noon' or something and he said 'you're both hot stuff from New York and you both think you can play well Tll take on both of you up on the killing stand come on get up there on the killing post both of you.' "

day. Stitt did not survive, while McLean and Rollins are today still picking up steam, combining honed intelligence with renewed energy at an age when most men

tive times and survival was day-to-

plan retirement. It may or may not be coincidence, but both have strong wives who manage their ca-reers. McLean says his wife Dolly "stood up when other women would have crumpled, or killed me. For years, she was the one who worked day jobs to keep us and our three kids together. I really owe Both McLean and Rollins also

paced themselves by retiring from full-time playing for years. Rollins the horn. I'm ready to kick the Those were tough and competi- periodically left for such places as doors down."



"I'm ready to kick the doors down," the alto saxophonist says.

India, upstate New York and the Brooklyn Bridge to meditate. McLean joined the faculty of the highly rated Hartt School of Music at the University of Hartford in Connecticut in 1970, and has become chairman of its African-American mosic department. The department is established, he has a National Endowment grant for his chair and he can afford to bring in guest lecturers when he's away. So he's "come back on the scene for

real. My original mission is still the same. I intend to try and be significant on the instrument. Not just 'Jackie McLean, oh I remember him.' But to be at the forefront of

Researching Dante Is Divine With New Data Base

Hackett Class Act Goes Upmarket

I ONDON — Jeremy Hackett and Ashley Lloyd-Jennings are a class act. Everything they sell reeks of old money and good con-nections. You don't have to be a gentleman to shop with them, but they will help you look like one. On Friday, Hackett opened its

flagship emporium - 10,000 square feet (930 square meters) of polished mahogany in Covent Gar-den. Behind a classic pillared facade, this gentleman's outfitter has shirts and sweaters in custom-built

SUZY MENKES

pigeonholes, specimen accessories displayed under an antique glass dome (shipped from France), club ties in a cabinet bought from Winchester College library, and a barber shop with monumental basins worthy of a titled estate.

We wanted to give a feeling that it has always been here," says 35year-old Jeremy Hackett of the new store. He is co-founder of Hackett, established five years ago as a thrift shop selling English gentlemen's clothing at the unsmart end of King's Road. Hackett is now building a chain of shops in genteel En-glish towns like Cheltenham and Cambridge and opened stores this fall in Boston and Paris.

The Covent Garden store, with its solid furnishings and period detail, might best be compared with Ralph Lauren's in the Rhinelander Building on Madison Avenue in New York. The Hackett duo vigor-

ously reject that comparison. "Ralph Lauren is about fashion and we are not," says Ashley Lloyd-Jennings, 43, whose background is impeccably English public school and army. The appeal of Hackett is to that class of person in England — men who are bred with a deep-dyed suspicion of new money and its fashionable symbols from sharp Italian suits to leather blouson jackets.

Hackett and Lloyd-Jennings started their selling careers in the of a true English gentleman like

poem traces the poet's journey through Hell, Heaven and Purgatory. Hundreds of line-by-line commentaries have been written for teaching at Dartmouth in 1982. The Dante data base is not the only liter-



peacock male fashion boutiques in shooting sticks, brandy flasks and the 1960s; they graduated to selling ivory handled shaving brushes. quality shoes, including the penny which is the store image they aspire good," says Lloyd-Jennings. "Oth-to. They started to deal in old clother people make these Ralph Lauren ing, especially formal day and eve- comparisons. But we sell these acning wear (which was mostly sent cessories to our customers. It's not

the British look). In 1983, they started selling the

When the sources of secondhand clothes dried up, they turned to traditional suppliers to re-create the same goods under their own label: tweed jackets the color of breakfast porridge, pin-striped suits, old school ties and tuxedos built to last from father to son. They sold suspenders before Michael Douglas reinvented them in "Wall Street" and vests before they became designer fashion. Among the clothes were the other requisites

The Dante data base is not the only liter-

ary one available. The University of Califor-

nia at Irvine has a data base of ancient Greek

literature and the University of Chicago has

one of French literature, overseen by the French government. David Bantz, Dart-

mouth's director of computer programs in

the humanities, said the Dante one can be

"But we've never had things in loafers from Brooks Brothers, the window to make the shops look

overseas to customers aspiring to about atmospherics, but about In 1983, they started selling the second-hand clothes at the first and offered as own-label goods, with toiletries that look as though urban houses in Fulham, where they came from a 1940s barber they now have a cluster of five shop. The new store has a saddlery

partment ("Just one color London tan," says Jeremy Hackett). They also sell traditional polo and skiing clothes that turn the fashion clock back before the logos and colored flashes of designer sportswear.

When you talk about traditionskiwear, people picture plus fours, wooden skis and fairisle sweaters," says Lloyd-Jennings. "But we're not about dressing up. We are about quality, about understatement, about the British tradition of not wearing something that looks brand new."

Hackett is also, inescapably, about the British system of class and caste, in which the right accent and family background whisper louder than the right sweater.

Hackett's current expansion has come through an arrangement with the British establishment menswear store Moss Bros., which is using the Hackett team to re-establish a traditional image that lost its dress not like their leisure-wear and way in the hyper-fashionable 1960s. Moss Bros., which rents those archaic tailcoats to punters at Ascot and to society wedding guests has a cental denartment at that Dante wrote it with a sense of a reader used by anyone in the world with a computer the Covent Garden Hackett. The Moss Bros, name is so

positioning Moss Bros. stylishly, says Wilfred Cass, chairman of Moss Bros. "We are in the shops and buy the stock. Hackett is the

designer and image-maker."

Although Hackett finances its stores overseas, the British development is mostly into existing Moss Bros. stores in those British towns whose names appear in the novels of Jane Austen or Thacker

In its clothing and store style, Hackett carries a nostalgia for a decent, upright England before the swinging '60s, punk and anti-chitist

Lloyd-Jennings argues against this class-based view of Hackett's solid, single-breasted tweed jackets and sturdy suits, that sell at about half the cost of designer merchan-dise: from £250 (\$460) for coats and suits and £40 (\$75) for drill, cord and moleskin pants.

"Class is not the thinking behind it," he says. "Tourists have always seen the quintessential English gen-tleman being in pinstripes and blazers. Jeremy and I have always worn tweeds. People say that we are lucky that fashion has switched to traditionalism. But our customer and the base of our business has not been affected by fashion."

Jeremy Hackett is not so quick to deny the endemic public-school atmosphere of Hackett, not just in its school-uniform and country-gentleman clothing, but also in its po-lite, rosy-cheeked staff with their cultivated British accents.

The customer reaction to the French store, on Avenue Rapp in the 7th Arrondissement, is that it is "très British."

"It's a taste level and a quality awareness that really comes from the public school thing," says Hackett. "The gray suits, blazers and tweed jackets are from that school uniform and army tradition. That is why we find that we don't want to force ourselves on towns where the shops have to struggle. We sell in towns with the right customer base, and ones that attract tourists."

In 1989, Hackett will expand to Japan, with two retail outlets in Tokyo under the Hackett name and 40 units opening over the next five years. The licensing arrangement is with Daido Worsted Mills, longtime distributors of the Hackett model, Brooks Brothers.

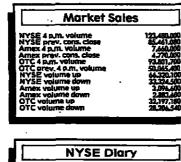
It seems ironic in the modern world that men should want to blouson jacketed fathers, but like their staid and formal grandfathers. From Sherlock Holmes to "Brideshead Revisited." this nostalgia for an old world England seems to have excellent export po-

AMEX Most Actives

About a dozen scholars, members of the Dante Society, were being introduced to a through each book of commentary individ-computer program to aid their research. The ually if you were lucky enough to have them bank, or data base, took six years to compile all in the same room.

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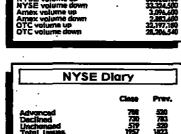


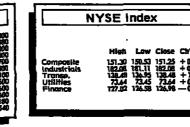
HANOVER, New Hampshire — American and European scholars were hud-

to determine how many times the character

Francesca appears in "The Divine Comedy"

dled over a computer at Dartmouth College mentators.





Francesca was mentioned 335 times by Dan-

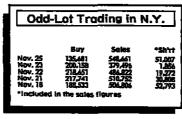
"Without the computer, such a search

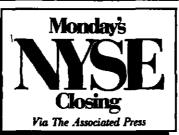
would take about four days," said Albert L.

Rossi, a professor of French and Italian at

Dartmouth, "You would have to look

te and 23 times by his most important com-





and passages. It showed within seconds that have a cast of more than 500 characters. The lander, a professor at Princeton University

Most of the commentaries are in Latin and

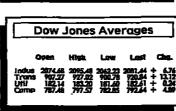
"Every time you read the Comedy you see

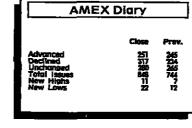
looking over his shoulder," said Robert Hol- and modem.

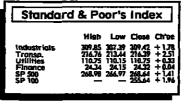
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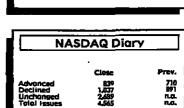
modern authors say the program is simple enough for high school students and can

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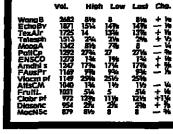




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NASDAQ Index

Week Close Ctive Ago



AMEX Stock Index

NYSE Mixed in Slow Trading

NEW YORK - Prices closed narrowly

mixed Monday in light trading on the New York Stock Exchange, with blue chips outperforming other issues as unfavorable news of rises in interest rates and oil prices added to the market's economic concerns. The Dow Jones industrial average, which had

fallen 17.60 Friday, rose 6.76 to close at 2,081.44. Declines edged advances by a narrow margin. Volume was about 123.48 million shares, up from 72.09 million traded Friday.

Broader market indexes also advanced. The NYSE composite index rose 0.62 to 151.25. Standard & Poor's 500 index rose 1.41 to close

Analysts said the market was pressured by renewed concerns over key economic issues, including the dollar, the huge U.S. trade deficit and higher short-team interest rates.

at 268.64. The price of an average share gained

Concern over interest rates was heightened late Monday morning after Chase Manhattan Corp. announced a half-point increase in its prime rate to 10.5 percent, and Chemical Bank. Citibank and other leading banks followed suit Analysts said players had been afraid banks would take this action, and also were concerned that the Federal Reserve would raise its dis-

Meanwhile, reports that all 13 members of the Organization of Petroleum Exporting Countries had finally reached a price and output pact after more than a week of talks, generally buoyed the crude market.

In economic news, the Commerce Department reported that U.S. merchandise trade defi-

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the third quarter to \$28.5 billion, down 6 percent from the second quarter and the lowest

since the first quarter of 1985. Earlier this month, the department said the monthly trade deficit fell 14.7 percent from September to October to \$10.5 billion, an improvement that did not calm nervous stock and currency markets, which had hoped for a more

ignificant improvement. We're getting inundated with news, but news is having less of an effect on the market," said Harry Miller, a portfolio analyst with Interstate-Johnson Lane & Co. in Atlanta, noting

the market's lack of volume and breadth. "As long as there is a lack of conviction toward the future trends of inflation, interest rates and the dollar, you will only have people nibbling at the market," he said.

First Bank System, a bank holding company, was the most active issue, up 1/4 to 20. Texas Utilities followed, up 1/4 to 28%. The stock goes ex-dividend Tuesday. First Chicago ex-dividend, another bank

holding company, was third, up 1/2 to 301/4. IBM was up 2% to 118% as participants speculated that the computer giant would receive a much as \$1 billion from Fujitsu Ltd. to settle their bitter software copyright dispute. Analysts said the rally was sparked by new that details of the settlement, including the amount Fujitsu would pay, would be disclosed Tuesday.

In the oil sector, Mobil was up 1/2 to 44%,

Exxon was up 1/2 to 421/2 and Texaco was up 1/4 to

Among blue chips, General Electric was up % to 44% and Sears was up % to 39%.

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INTERNATIONAL STOCK MARKETS

Nestlé's Foreign Investors Learn How Sweet It Isn't

By FLOYD NORRIS

New York Times Service EW YORK — Making the foreigners pay more than the locals is a time-honored tradition in stocks as well as in other areas. The foreigners do not like paying the price, but they can be even less happy when the rules are changed. Nestlé SA, the Swiss chocolate company, created a furor in international capital markets recently when it eased restrictions that had kept foreigners from buying the same shares that Swiss citizens owned.

That meant there was no longer any reason for foreigners to pay huge premiums for the special shares they already owned. The prices of those shares fell

The Swiss system provides for separate registered shares and bearer shares. In the case of Nestlé, one-third of the shares are bearer shares, which can be owned by anyone. The company has no record of who owns them, but they have the same voting and dividend rights as the ordinary shares. Registered shares can be

on outside investment were eased, stocks owned by non-Swiss fell sharply.

When restrictions

owned only by Swiss citizens and institutions. Nestle now will allow any foreigner to own up to 3 percent of the registered shares, as well as all the bearer shares desired. Since

that decision was announced on Nov. 18, the price of Nestlê bearer shares has fallen 20 percent, to 7,000 Swiss francs (\$4,900), while the registered shares have risen 43 percent, to 6,185 francs. The premium of the bearer shares to the registered shares has shrunk from 102 percent to 13 percent. The Swiss system has been widely regarded abroad as a way of

protecting Swiss companies from foreign takeovers, but its history stems more from fear of American expropriation. In World War II, the United States seized American subsidiaries of companies controlled by hostile foreign interests, and the Swiss came up with registered shares restricted to Swiss ownership as a way of proving their companies were not controlled by Germans, said Max Elvidge, who follows the Swiss market for Kleinwort Benson Securities in London.

In Sweden, where a similar system prevails, some companies now have little or no premium for the shares available to foreigners, said Brian Knox, a director of Kleinwort, reflecting the fact that Swedes have been more bullish than foreigners on

N SOME countries, among them South Korea, Taiwan and Brazil, it is very difficult for foreigners to buy stocks at all. Since special government permission is needed, the few foreign closed-end funds that have been allowed to invest in those markets have sometimes traded their shares at huge premiums. Wherever there are rules forcing one investor to pay more than another for substantially the same thing, ways will be sought to evade those rules.

One American trader, who asked that his name not be used, said he regularly trades Singapore Airlines shares that are restricted to Singaporeans. He does that by keeping the shares registered in the name of his Singapore broker. Apparently, there is little if any such activity in Swiss shares.

In South Africa, the existence of two exchange rates provides the unusual situation of foreigners getting preferential treatment, said John Brimelow of Keane Securities in New York.

Foreigners who buy and sell South African securities must do so with so-called financial rand, now worth about 27 cents each. But dividends are paid in rand that can be converted into dollars ercial rand rate, now worth about 42 cents. As a result, a South African stock with a dividend yield of 10 percent to a South African holder has an effective dividend to a foreigner

Currency Rates

Closings in London, Tokyo and Zurich, fixings in other centers. New York closing rates.

a: Commercial Irons; b: To buy any pound; c: To buy one dollar; *: Units of 180; N.Q.: not

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Sources; Indosuez Bank (Brussels); Banca Cammerciale Italiano (Milan); Banaue Notlano de Paris (Poris); Bank of Tokyo (Tokyo); IMF (SDR); BAII (dinar, riyal, dirham); Gasbai

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Moscow to Buy

Washington Post Service
MOSCOW — The United States
and the Soviet Union signed a 27month extension of their gilling to

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tanve, Alan F. Holmer, who signer the accord in Moscow with the chief Soviet negotiator, Yuri Chumakov, said he expected the pact to bring greater stability to world

farmers with a secure source of ex-

Although Soviet grain production has increased in recent years

from a slump in the late 1970s, the country is still obliged to import at least 20 million tons of grain a year.

The agreement provides for the Soviet Union to purchase at least four million tons each of wheat and

U.S. grain markets slumped

LIMA - President Alan Garcia Pérez on Monday named a new economy minister, his fourth in less than seven months, amid severe criticism of his government's failure to curb runaway inflation.

of Mr. Garcia's, resigned Sunday los Rivas Davila, a legislator from Mr. Garcia's center-left American

Mr. Salinas reportedly resigned over Mr. Garcia's interference in attempts to reduce a fiscal deficit and control galloping annual inflation of 1,112 percent.

leading debtor nations with foreign debt of \$15.4 billion, has plunged into a recession marked by political instability, food shortages and severe labor unrest. A strike by about 60,000 state and private miners entered its seventh week Monday with no solution in sight

In a radio interview, Mr. Rivas Davila, 43, called on political opponents of the government to offer suggestions on how to overcome "the most serious crisis in Peru's history." (UPI, Reuters)

Japanese Indicators Point To Continuing Expansion

TOKYO - Japan's Economic Planning Agency said Monday that its indicators for September pointed to continued expansion of the

economy in coming months. "The basic trend remains unchanged," an agency official said. The economy has remained in an expansionary phase and it will continue to do so in the future."

The agency said its leading indicator, which moves in advance of general economic conditions, jumped to 50 in September from 33.3 in the previous two months.

Ordinarily an index reading below 50 indicates an economic contraction, but agency officials said the low readings for earlier months were statistical flukes. However, the coincident indicator, which moves in concert with business conditions, fell to 75 in September from 90 the previous

month, the agency said. In other reports Monday on the Japanese economy, the Ministry of International Trade and Industry said that production at the nation's factories and mines rose 6.6 percent in October from a year earlier but fell 0.8 percent on an adjusted basis from the previous

The ministry said it expected industrial output to rise 1.5 percent in November, a downward revision from its earlier forecast of 2.4 percent growth, and 0.9 percent in December.

Separately, the nation's automakers said they exported 521,932 cars and commercial vehicles in October, down 2.1 percent from a year earlier. It was the seventh consecutive monthly decline, following a 1.6 percent fall in September.

China Proposal Fuels Talk of Devaluation

BELIING — A government agency that provides housing and office staff for foreigners has asked for payment in U.S. dollars, fueling speculation that the government is considering a devaluation of the Chinese currency, the yuan.

The proposal came a few days after authorities had announced that foreign companies operating in Beijing would have to pay local employees in dollars instead of the yuan, triggering an uproar among foreign businesses.

The Foreign Ministry's Diplomatic Services Bureau suggested in a letter Monday that rents and staff payments should be in dollars beginning in January. The bureau said it would not raise prices for two years if payments are in dollars and would consider adjustments there-

"If you continue to pay in renminbi next year, prices for 1990 and 1991 may be adjusted according to Beijing retail prices and the ren-minbi/U.S. dollar rate," the agency said. Renminbi means "people's currency."

The request heightened expectations that China planned to devalue the yuan to help exports and move the official rate closer to the free and black market levels.

The yuan has been held at about 3.7 to the dollar since July 1986, when it was last devalued by more than 15 percent. It trades at around 7 to the dollar on officially approved swap markets and higher on black markets.

Black market rates have soared this year in line with a sharp rise in prices.

Foreign bankers and economists say they expect a devaluation next year, but China first wants to control inflation, now at its highest levels since the Communists took power in 1949. Year-to-year inflation is running at around 19 percent.

The government reported Monday that the official inflation rate soared in October to more than 26 percent and was likely to continue rising through December.

A spokesman for the State Statistical Bureau said China's retail price index in October was 26.1 percent higher than in October 1987. Chi-na last released comparable figures in June, when prices were up 19 percent from the previ-

Prices in October were up 17 percent from Jan. 1 and were expected to peak at year's end at about 20 percent.

A Diplomatic Services Bureau official said the proposal on the rents was justified as a way of fighting inflation. A devaluation would in-crease inflationary pressure by raising the cost of imports.

Most European Community countries except Britain and Italy have decided to refuse the proposal to pay diplomatic rents in dollars. Other countries said they were reserving judgment for now.

The Chinese government has imposed a series of stringent economic measures in the past

few months to reduce sharply the role of the

free market and local decision making.

Among other things, Beging has said it would reimpose controls on the prices of many com-modities, limit the growth in the number of private traders and clamp down on capital spending by localities.

Those new measures, announced after a fiveday meeting of the Central Committee at the end of September, were the first indication that significant aspects of China's economic restructuring would be scaled back. They also signaled an attempt by the central government to stem corruption within the government and the Communist Party.

For the past several years, the government had allowed the prices of many agricultural and industrial goods to be set by demand, which led to big gains in production. But built-up demand has caused prices to rise much faster than

The inflation statistics came as the State Commission for Restructuring the Economy, which has charted economic reforms, and the State Planning Commission, in charge of economic planning, met jointly.

The evening television news said the commissions had reported progress but said more work was needed to reign in the overheated economy.

The broadcast did not say whether the commissions were considering new measures to reduce

(Reuters, NYT, AP, AFP)

U.S. Signs **New Deal** On Grains

U.S. Surpluses

By Michael Dobbs

negotiate a new long-term accord. Under the compromise the Soviet Union is committed to buying a minimum of nine million tons of grain and soybeans annually from

The extension of the existing agreement, signed in October 1983 ended a nine-month negotiating stalemate. Soviet negotiators had wanted to link an entirely new agreement to better access for Soviet ships to U.S. ports and expanded bilateral trade

The U.S. deputy trade represen-

grain markets.
"We think it's important," Mr. Holmer said, "because it stabilizes the grain trade between our two countries by assuring the Soviet Union a secure source of supply for their grain imports and American

corn annually as well as a million tons of additional wheat, corn or Curtency Per \$
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Venez. beliv. 37.28 soybeans. It also allows the Soviet Union to purchase up to three mil-lion extra tons of wheat and corn annually without consultation.

Monday on news of the grain pact in a classic example of "buy the rumor, sell the fact," analysts said. On the Chicago Board of trade, wheat was 24 cents to 74 cents lower with the contract for delivery in December at \$4.18% a bushel. Corn was 314 cents to 8 cents lower with December at \$2.57 a bushel, while oats were 10 cents lower

across the board with December at

Key Aide To García **Quits in Peru**

Abel Salinas Izaguirre, a key ally

night, the official news agency Andina reported. His successor is Car-Popular Revolutionary Alliance.

Peru, one of Latin America's



Adriaan Zecha, whose William Hunt Holdings bought Southern Pacific Hotels last summer.

Upstart Hotel Firm Targets Asia

Dealmaker Brings New Life to Old 'Shell' Company

By Coleen Geraghty International Herald Tribune HONG KONG - An aggres-

sive new player, William Hunt Holdings, has entered the booming hotel industry in the Asia/ Pacific market, and the man at the helm is the dealmaker Adriaan Zecha

The young company burst into the industry with an extraordinary transaction in July, when it paid 540 million Australian dol-lars (about \$465 million) to buy Australia's largest hotel chain, Southern Pacific Hotel Corp., from the Malaysian financier Khoo Teck Puat. William Hunt overcame 50 rivals to acquire the group, but saddled itself with a

large debt in the process. Only two years ago, William Hunt was one of many inactive "shell" companies listed on the Hong Kong Stock Exchange. But Mr. Zecha and partners began investing in 1986, and over 14 months they acquired a controlling interest, convinced other shareholders to sell William Hunt's lackluster energy and trading businesses, and steered

the company in a new direction. Whether William Hunt's success in acquiring Southern Pacific was due to Mr. Zecha's personal relationships with Tan Sri Khoo and the Pritzker family of Chicago, his partners in the deal, is a matter of some speculation in the hotel industry. Most agree, however, that Mr. Zecha's considerable charm and consum-

mate negotiating skills helped clinch the deal. "His strength," said Alan Har-greaves, an analyst at Hoare Govett, "is an ability to tap the people with money. He is known as a man who puts deals togeth-

William Hunt may be a young company, but Mr. Zecha is no newcomer to the hotel business. The man whom acquaintances

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describe as both a genius and a rogue was formerly one of the principals behind the prestigious Regent Hotel group. When he and his partners inj-

tially invested in William Hunt, they planned to buy equity shares in a few select Asian hotels, win some large hotel management contracts and eventually break into the regional travel

But those plans changed when the Southern Pacific Hotel group suddenly became available. Wifliam Hunt directors realized that nam rithit directors realized that in one stroke, the company could acquire the ownership and/or management of 44 hotels with more than 8,000 rooms across Australia, New Zealand and such South Perificial and Till such South Pacific islands as Fiji, Tahiti and Western Samoa.

The opportunity arose when Tan Sri Khoo ran afoul of the Brunei government in connec-tion with the channeling of funds from his Bank of Brunei into family-controlled companies. Officials shut down the bank, filed fraud charges against him
he has so far avoided extradition — and sequestered the shares of his largest single asset, Southern Pacific, as security against the bank's estimated debt of \$225 million.

As Tan Sri Khoo came under

mounting pressure to repay the government and other creditors, the financier received a call from his friend, the Indonesian-born Mr. Zecha, who asked if Tan Sri Khoo would he be interested in selling Southern Pacific to William Hunt. Several months later, Tan Sri Khoo replied that he did

As Tan Sri Khoo's financial woes unraveled in the press, other offers for the hotel group flooded in. Well-known groups such as Trusthouse Forte of Britain entered the race, but in the end, William Hunt won with a financing package that was acceptable to the Brunei govern-

want to sell.

The sale price was more than five times what Tan Sri Khoo paid for the hotel group in 1981, a heavy financial burden for a young company like William

Although company directors contended they could have shouldered the cost of the purchase independently, they opted to take a partner. Together with Merrill Lynch, the advisor to William Hunt, Mr. Zecha approached the Pritzkers, whose Hyatt Corp. and Hyatt Interna-

See HOTELS, Page 14

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U.S. Banks Lift **Prime to 10.5%**, A 3½-Year High

By John M. Berry Washington Post Service

NEW YORK - Major U.S. banks raised their prime lending rates Monday by half a percentage point to 10.5 percent, the highest level since 1985, reflecting recent increases in interest rates on the credit market, where banks raise most of their funds.

The increase is effective immediately. Major banks last raised the prime rate half a point, to 10 percent, on Aug. 11.

The increase, the fourth this year, underscored rising pressure in financial markets as the Federal Reserve Board continues to seek to slow economic growth to what Fed officials regard as a sustainable pace and head off an acceleration of inflation.

Chase Manhattan Bank was the interest rate to which most business loans and a growing share of consumer loans are pegged. It was fol-lowed by Citibank, the biggest U.S. commercial bank, as well as Chemical Bank, Manufacturers Hanover Trust Co., Bankers Trust and Morgan Guaranty Trust Co. Other major banks were expected to join the

Most financial analysts had anticipated the prime would be in-creased since the banks' cost of obtaining funds to lend has been rising along with short-term interest rates in general. However, some analysts had expected the banks to wait until there was clear evidence the Fed had tightened monetary policy another notch.

"Most of the market has been anticipating a further firming of Fed policy," said Frederick S. Breimyer, an economist with State Street Bank in Boston. "We have seen market interest rates rise ever since the strong employment data for October were released. The news of the past four weeks was that the economy was stronger than the market had thought."

Mr. Breimyer called the increase in the prime rate "a follow-through step that is not surprising, since the spread between CDs and the prime has been narrowing." Major banks obtain a significant share of the funds they lend by issuing large certificates of deposit. When the difference between what the banks

Trade Deficit For 3d Quarter

Shrank in U.S. WASHINGTON — The U.S. merchandise trade deficit for the third quarter shrank to \$28.53 billion, the lowest in three years, as exports rose to a record \$82.31 billion, the gov-

ernment said on Monday. The trade deficit in the July-September quarter followed a revised deficit of \$30.15 billion in the second quarter and a first-quarter deficit of \$35.18 billion, the Commerce Depart-

ment said. The quarterly report suggests the country is making more progress in cutting its trade deficit. The deficit has been shrinking since reaching a peak of \$41.19 billion in the

last three months of 1987. Most economists give the quarterly report more credence than the better-known monthly trade figures. The quarterly report gives trade data on a balance of payments basis that excludes military sales and the cost of insurance and shipping.

The deficit for 1987 was a record \$160.28 billion on a balance of payments basis. In the first nine months of 1988, the deficit has run at an annual rate of \$125.16 billion.

have to pay on CDs and the prime narrows to about 1.5 percentage points, as it had by this week, the prime often goes up.

Most other short-term interest rates were little changed Monday. Yields on three-month Treasury bills remained at 8.29 percent. Even though many short-term interest rates have gone up between one-half and three-quarters of a percentage point in the past month, analysts generally agree that the Fed has not caused the increase by making cash less readily available

CHRONOGRAPH

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COPENHAGEN — Carlsberg, the diversified brewer, reported Monday that net profit for its latest financial year had risen 23 percent to 540 million kroner (\$80 million).

Much of the increase in profit came from improved profitability and efficiency at Carlsberg's Copenhagen breweries and from a solid rise in beer sales outside Denmark, said Poul Svanholm, the company's president.

He said sales had been "very strong" in Japan, Hong Kong and Singapore.

Revenue for the year, 70 percent of it from the drinks sector, rose 9 percent to 10 billion kroner. Pretax profit advanced to 924 million kroner from 825 million kroner.

Carlsberg's Royal Copenhagen Group, which produces and sells porcelain, silverware and fashion clothes, reported a loss for the year ended Sept. 30. But Mr. Svanholm said it was a smaller one than in the previous year. NYSE Highs-Lows Dailes Gap Inc Katyind effs Lit, Ca eff viPSNH 281p viPSNH 325p UAL Cerp LOWS 33 FetBosin HomeDepot Kroffinc LIL Co pfU VIPSNIH 4250 VIPSNIH 3450

Carlsberg's Net Up 23% To \$80 Million in Year

AMEX Highs-Lows

smaller one than in the previous year.

Mr. Svanholm said the company may have to spend more on marketing to meet competition, especially that from the big British, West German and Australian brewery groups.

Mr. Svanholm said be saw room for growth in Europe and Asia, though he avoided forecasting any specific rise in profits or revenue for the current year.

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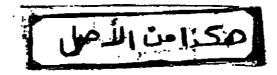
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THE STATE OF THE S IN EXPLICITIVE

glomerate that is facing a possible bid from the Australian financier Alan Bond apparently took up an active defense on Monday by selling its European drinks unit, one of its most attrac-

Lonrho, controlled by 70-year-old R.W. (Tiny) Rowland, said it had agreed to sell its European wines and spirits division to Brent Walker Group PLC, a British leisure group, for £180 million (\$330 million) in cash.

"It's an absolutely brillant deal, and it's a particularly opportune time to do it," said Bob Carpenter, an analyst with the London brokerage of Kitcat & Aitken & Co.

The division includes the French wine pro-LONDON — Lonrho PLC, the British con-lomerate that is facing a possible bid from the Holts Frères & Fils SA, and Whyte & Mackay Distillers Ltd., the second largest marketing company for Scotch whisky brands in Britain.

The disposal is conditional on approval by the French Agriculture Ministry, which share analysts said seemed likely. Lonrho shares fell 12 pence, to 378 pence,

Terry Robinson, a Lourho director, said the sale was not meant as a defensive measure against Bond Corp. Holdings, which has built a stake of almost 21 percent in Lonrho in recent

after the deal was announced Monday.

We are pleased to announce that TONY MARSHALL and JOHN PURCELL

have joined the Company as Executive Directors

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Mr. Robinson said Lourho put the unit up

for sale two months ago after deciding it was not a core business, and that Brent Walker had offered a good price for it. No other asset tales were being considered at this time, he said

But analysts said the move was well fined from a defensive viewpoint. There has been market speculation that Bond, which also has an 11 percent stake in Allied-Lyons PLC, might use Lonrho as a stalking horse for Allied If this were true, Bond would be interested in

obtaining both Londo's Princess and Metropole hotel chains as well as its European beneages activities, the analysts said. "If Bond was interested in the drinks hos nesses, he isn't going to get them now,"

IRI Expects Record Net For 1988

ROME - ludy's largest state owned industrial group, Istimao per la Ricostruzione Industriale will have a record consolidated said in a magazine interview.

\"IRI's profit will exceed 1 milion, a historic high for the group, and even the profit directly attributable to the group will be a few hundred billion. Mr. Prodi said in an article Monday in the Italian

In 1987, IRI reported a consoli-dated net profit of 176 billion fire and a consolidated net loss, excluding minorities, of 715 billion. IRI has more than 400 subsidiar ies in such diverse sectors as aero-

space, banking, engineering and telecommunications, as well as shinbuilding and steelmaking Mr. Prodi said in the same interview that the Italian computer group, Olivetti SpA, need not fear that it will be excluded from future accords in the telecommunications industry following a proposed link-up between Italtel SpA and a for-

eign partner. Italtel, part of the IRI group, is seeking a foreign partner to help update its production of telecommunications equipment as part of a long-term plan by Italy to improve ts telephone system.

Italtel is considering proposals for cooperation with four foreign groups: American Telephone & Telegraph Co., Siemens AG of West Germany, L.M. Ericsson of Sweden and Alcatel of France. Olivetti has an interest in the outcome, since AT&T has a 22 per-

cent stake in the group. A link between Italiel and an AT&T rival could create problems for Olivetti in the Italian market.

Crédit Agricole Names Jaffré New York Times Service

Philippe Jaffre, 43, has been named managing director of Caisse Nationale de Crédit Agricole, France's largest bank with assets of 1.14 trillion francs (\$195.4 billion).

Mr. Jaffre, who only three months ago took over at the beim of Banque Stern, was a compromise candidate, chosen to quell management unrest at Credit Agricole. On Nov. 8, the bank's board dismissed Bernard Auberger as managing director. Crédit Agricole, known as

the Green Bank because of its ties to farming, was semi-pri-vatized in February under Prime Minister Jacques Chirac. Mr. Jaffre was an architect of Mr. Chirac's privatization program, and when the Socialists won elections last spring, Mr. Jaffre lost hope of being promoted at the Treasury, where he had been sec-

Yomiuri Executive Resigns In Recruit Cosmos Scandal

TOKYO - A vice president of Yomiuri Shimbun resigned Mon-day to take responsibility for involving the Japanese newspaper in the Recruit Cosmos stock trading scandal, Yomiuri reported.

A Yomiuri corporate officer said the resignation of Iwao Maruyama, 67, had been accepted at a special board meeting.

The officer quoted Mr. Mar-uyama as saying he wanted to take "moral responsibility" for the "se-rious trouble" he had caused.

Mr. Maruyama was one of the top journalists, politicians and businessmen who were allowed to buy stock of Recruit-Cosmos, a real estate firm, before it was offered to the public. The buyers reaped huge profits after the company was listed on the over-the-counter market in October 1986.

No laws were broken, but the transactions raised ethical questions about the ties between big edged their aides bought business and politics in Japan. The stock, but they all have den government has since tightened the knew about it at the time.

laws on insider stock trading, but the measures are not retroactive.

On Saturday, a Yomiuri spokesman quoted Mr. Maruyama as saying he bought his 5,000 shares without even knowing they were unlisted." Saturday night, Mr. Maruyama brought the stock certificates to a news conference to prove he had not sold them for a

grettable that he had not disclosed his purchase of stock until recently as he is an executive of the newspaper that has been working to make clear the scandal."

Yomiuri said Monday: "It is re-

Mr. Marryama was the second newspaper executive to resign over the scandal, after Ko Morita, president of the financial daily Nihon Keizai Shimbun.

Prime Minister Noburo Take shita, Finance Minister Kiichi Miyazawa and a former prime min-ister, Yasuhiro Nakasone, are among those who have acknowledged their aides bought Recruit stock, but they all have denied they

Kyocera Posts 39% Rise in N

Agence France Press TOKYO — Kyocera Co a major Japanese produce electronic equipment and tical precision instrume said Monday that its afterprofit jumped by 39.1 per to 14.1 billion yen (\$115.5; lion) in the first half of current business year.

The company's preax part in the six-month period in April to September came 31.1 billion yen, an increas 29.7 percent over the sim six months of 1987, Kyon officials said.

Sales during the six mor totaled 170.2 billion yen, 17.5 percent. The company tributed the better busin performance chiefly to the velopment of compeni products and efforts to red production costs.

Kyocera, which was est lished in 1959 and has ne 13,000 employees, is based Kvoto, Japan.

group net profit of more than I trillion lire (\$780 million) this year, Romano Prodi, president of IRI, Romano Prodi, president of IRI,

(Continued from first finance page) tional Corp. had joint revenue of \$2,75 billion last year.

The Pritzkers agreed to buy a one-third share in Southern Pacific Hotels for about \$70 million and to take another \$35 million worth of the \$154 million international share placement that William Hunt had arranged to help finance the transaction. Jay Pritzker and Thomas Pritzker were also named to the board of William Hunt.

Mr. Zecha, 55, has spent 15 years in the hotel business, which he entered largely by chance. He was previously involved in the publish-ing industry, but when a partner-ship in Singapore turned sour he was left with some money to invest. With a desire to try something new, he joined forces in 1974 with the hotelier Robert Burns, who owned and managed a fledgling hotel group. They were joined by a third partner, Georg Rafael, and their combined talents created the Re-

gent Hotel Group. "Adriaan was the idea man," said the publisher Amitabha Chowdhury, a friend and former business partner. "Others were better at running the business and cording to those familiar with the dealing with customers, but no-business. body could sell a hotel concept like

hotels in the world. By the time Mr. Zecha and Mr.

sistently rated one of the top 10 hotels in major Australian cities, such as the Old Sydney Parkroyal,

it lacks a clear image.

Mr. Zecha intends to change the Rafael sold their shares in Regent to Mr. Burns in 1986, the trio had turned a single-asset company into an \$100 million business with four ing certain Travelodge hotels and partly owned hotels and 10 others refurbishing others. The group is

also negotiating for hotel manage They set new standards in the ment contracts in Thailand, Malay-Asian hotel industry, which really sia and Indonesia, in a strategy

'His strength is an ability to tap the people with money. He is known as a man who puts deals together.

Alan Hargreaves, analyst.

meant setting new standards for the world," said Murray Bailey, the editor of Travel Business Analyst, a regional trade publication.

With Regent Hotels, Mr. Zecha

and his partners ran a chain of elegant establishments. Southern Pacific Hotels, in contrast, includes a collection of two-, three- and four-star hotels, some of them sleek and modern, others badly in need of refurbishment, ac-

"Travelodge, their best-known driaan." chain, is the typical stop for Morn,
Supported by financing that Mr. Pop and the kids driving around Zecha had arranged through con- the country for a summer holiday," tacts in the region, the partners said Mr. Hargreaves. "It includes purchased equity shares in other two-star and three-star hotels, that hotels. One of them, a Hong Kong is, the middle to lower-middle end

aimed at establishing regional iden-

Fifteen of Southern Pacific's existing hotels are four-star establishments operating under the Park-royal name. They offer quality service without all the amenities of the higher-priced international chains. In 1987, Parkroyal accounted for 36 percent of Southern Pacific's botel profit while Travelodge accounted for 64 percent. Both chains catered mainly to business and conference travelers.

William Hunt is in the process of establishing a third category of hotel under the Southern Pacific ban-

Designed for businessmen who want "a higher level of services than that provided by Travelodge

situated near business distric airports in Australia and Nes land. Centra hotels are unde struction in Auckland and Sydney. Mr. Zecha said he had no

tion of transforming Souther cific into a luxury chain. "The three- and four-star are the fastest growing sect this market," he said. "Traw

has the potential to grow than Parkroyal. "And in quantitative term returns are greater. You can

several three- or four-star he Medium-quality hotels st Travelodge attract the group popular with Taiwanese an

nese tourists, who, together Hong Kong residents, con the majority of Asian travele In Australia and elsewhere region, the travel boom has hotel occupancy rates to abpercent, raising profitability hotel sector to unprecedent

"If you look at recent movements within this regio would conclude that eve should be going into the hote ness as rapidly as possible, Mr. Bailey. Investors have the Asia-Pacific hotel mark

fastest growing in the world. Mr. Zecha's ambition to t regional hotel empire will i achieved easily. Although W Hunt has the advantage of mass in Australia, the compa

INTRODUCING ALL THE BENEFITS OF A SWISS FIDUCIARY DEPOSIT AND A LITTLE BIT OF DUTCH COMMON SENSE.

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Europe's Leading Investme	nt Hou

Interest Rate Outlook Lifts Dollar

NEW YORK - The dollar ended higher Monday on expectations that U.S. interest rates would remain firm and could rise further.

The U.S. currency rose to 1.7365 current business year.

The company's print put
it in the six-month pending
April to September can be
31.1 business year an increase
net cent over the basi Deutsche marks from 1.7170 DM on Friday, and to 122.325 yen from 121.25 yea. It also climbed to 1.4538 Swiss francs from 1.4370 francs, and to 5.9300 French francs 31.1 crimon year on market 1997. Percent over the said

The British pound fell to \$1.8385 from \$1.8420.

Kyocera Posts

39% Rise in Na

TOKYO — Kyocra Co.

2 major Japanese product decentronic equipment and siscal precision instrument and standard Monday that its affirm to 14.1 billion, yen (51151) and the current business year.

The company's contract of the company's contract business year.

Sales during the ix may totaled 170.2 billion feat totaled 170.2 billion feat totaled the better base performance chiefly to the comment of comment

products and efforts to the

production costs.

Kyocera, which was as lished in 1959 and has been 13,900 employees, is been a larger to be the larger to b

Into the Asian Main

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The foreign-exchange market overlooked a half percentage point increase in the prime lending rates of major U.S. banks to 10.5 percent, since that move had been an-

The market turned instead to focus on the release this week of U.S. gross national product figures for the third quarter and unemploy-ment data for November, which could prompt the Federal Reserve Board to nudge up the 6.5 percent discount rate.

"Everyone knew prime rates were going up, but a discount rate rise would have much more impact," said a dealer at a U.S. bank

in London. Nonfarm payrolls are forecast to have risen 241,000 after October's 323,000 rise, with the U.S. unemployment_rate unchanged at 5.3 percent. Employment data often

cause sharp swings in the dollar. By itself, the jobs data may not be enough to prompt a rightening by the Fed. But in the context of recent reports showing high capacity utilization, strong retail sales and a slightly higher consumer prices, the central bank may be

prompted to act. The dollar slipped from its highs in midafternoon trading, but remained firm amid interest rate

speculation. The Fed seemed to protest a high federal funds rate early Monday when it injected reserves into the

banking system through aggressive

London Dollar Rates 1,7332 1,4375 172,23 1,4514 5,9725

three-day system repurchase agree-

The funds rate, for short-term erbank loans, was trading at 8 9/16 percent at the time of the operation, above the 8¼ percent to 8½ percent range that many economists believe the Fed is aiming for.

The accord on oil production quotas reached Monday by mem-bers of the Organization of Petrolearn Exporting Countries may add to the pressure to tighten rates if investors believe that OPEC mem-

bers will abide by the agreement. In London, the dollar rose sharply on expectations that the Fed may soon raise the discount rate.

tuted after a proposal from Saudi

Arabia on the weekend to set a price floor of \$15 for OPEC oil was

spurned by virtually all other

delegates, opposition to the Saudi

proposal was so intense that several

chiefs of state telephoned King

Fahd to protest. Saudi Arabia

abandoned its proposal on Mon-

A number of oil experts argued that unlike other OPEC agreements, the new accord stands a

good chance of being adhered to by

day morning.

According to a number of OPEC

sche marks from 1.7145 on Friday, while it climbed to 122.23 yen from 121.15 on Friday.

The pound endedalower at \$1,8375, down from \$1.8445 Friday. The also dollar ended the day at 1.4514 Swiss francs, up from 1.4375 on Friday, while it closed at 5.9235 French francs, up from 5.8625 at the close of trading last

The dollar had already made gains overnight as traders looked at firmer oil prices and the likelihood that this week's U.S. economic statistics would underline the speed of economic growth.

Both factors would strengthen inflationary pressures and increase the chances of a discount rate rise.

Dealers said the British central bank had sold pounds in the afternoon for small amounts of marks and dollars at around 3.19 DM and \$1.8370 to sap its strength after Friday's rise in base rates.

ment resolves long-standing differ-ences about what constitutes oil

production, how to monitor cheat-

ing on output quotas by members

and how to respond promptly to a

"I think OPEC credibility will be

soaring," said Joseph Story, an oil

consultant who specializes in

A key to the success of the ac-

cord is the enlargement of the total

OPEC production ceiling from 16.6

million barrels a day, set in 1986 in

the last quota agreement, to 18.5

million barrels a day. The increase

OPEC and Mideast affairs.

fall in oil prices.

OPEC: Cartel Agrees to Quota System to Raise Prices, Set Iraq-Iran Parity

between the two emerging giants of OPEC, Iran and Iran, the agreemore oil to earn more revenue. Iraq did not have a quota. Its quota OPEC, Iran and Iran, the agreemore oil to earn more revenue.

■ Individual Output Quotas

OPEC announced new produc-tion quotas for each of its 13 mem-

bers for the first half of 1989, Reu-

The new quota for Algeria is

695,000 barrels a day, up from 667,00 previously. The quota for Ecuador falls to 230,000 barrels

from 311,000. For Gabon, the

number rises to 166,000 barrels

from 159,000. Indonesia's quota

rises to 1.24 million barrels from

Iran and Iraq have a quota of

1.19 million.

ters reported from Vienna.

Bundesbank Acts to Put **Brakes on German Rates**

FRANKFURT - The Bundesbank acted swiftly Monday to ensure that West German interest rates did not follow a new upward trend in the United States and Britain, economists said.

It did so by adding a new twist of flexibility to its money market operations, offering securities repurchase funds at the shortest manurity seen here. A four-day repo was offered to a select number of commercial banks in response to an end-month liquidity shortage.

The Bundesbank is determined to ensure that rates do not go higher," said Eva-Maria Mann, chief analyst at Deutsche Bank Fixed Income Research. On Friday, the British government engineered a 1 point rise in base rates after news of a record current account deficit for October.

On Monday, U.S. banks raised their prime rate to 10.5 percent.

The Bundesbank acted after the call money rate had risen to near the 5.00 percent Lombard rate from 4.60 on Friday. Bankers believed the Bundesbank allocated 3 billion Deutsche marks (\$1.73 billion) at 4.55 to 4.90 percent. That was higher than 4.45 percent at the previous tender, but the extra funds brought call money back to

Giles Keating, chief economist with Credit Suisse First Boston in London, said: "The Bundesbank does not want to be seen aggressively neutralizing any U.S. action" on rates. Other economists said if German interest rates rose in line with U.S. rates that would nullify the effects of coordinated central bank action to support the dollar.

2.64 million barrels each under the zuela's output can climb to about

OPEC output accord, was 1.54 mil-

Output for both Knwait and

Libya can officially rise to 1.037 million barrels from 996,000 bar-

reis. Nigeria's quota increases to

1.355 million barrels from 1.301

million. Qatar's quota rises to

314,200 barrels from 229,000 bar-

Saudi Arabia's quota rises to

about 4.5 million barrels from

about 4.3 million. The United Arab

Emirates output rises to 988,000

barrels from 948,000, while Vene-

1.64 million barrels from about

lion barrels.

Are U.S. Factories Really Thriving?

Commerce Department Concedes Data May Be Faulty

By Louis Uchitelle

New York Times Service NEW YORK - When the Reagan administration reports that manufacturing is thriving in the United States, it bases its optimistic assessment on a government sta-tistic that is probably exaggerated, the Commerce Department now concedes.

This particular statistic, which measures the output of the U.S. factories, is often cited as an argument against contentions that American manufacturers have lost ground to foreign competitors.

The Commerce Department data indicate that factory production still represents 21 to 22 percent of the gross national product. That is the same share as in every other post-World War II decade, including the 1950s and 1960s, when American manufacturers were tru-

ly in their heyday.

A chart in the 1988 Economic Report of the President drives home the point. Drawing on the Commerce Department data, the chart shows that manufacturing has revived to a level of 21 to 22 percent after briefly declining in the early 1980s. Many economists cite this statistic as proof that manufacturing is a bright spot in the U.S. economy.

But the Commerce Department has begun to suggest that manufac-turing might not be so healthy after cy's figures on manufacturing out-

put contain miscalculations.
"We can't say where this will all come out numerically, but there has probably been some overestimation," said Allan Young, director of the Bureau of Economic taught that it was not a sign of Analysis, which compiles statistics for the agency.

them more into line with what tistics so much and we should give many Americans have already more weight to perceptions."

sensed about the economy, says the Massachusetts Institute of

Technology. There is nothing you can reach out and touch that tells you manufacturing is only 19 or 20 percent of the economy now, instead of 21 or 22 percent, as the statistics report, Mr. Krugman said. "But you can

see that Americans are buying more Japanese cars and gadgets." If manufacturing has not been as

'We can't say where this will all come out numerically, but there has probably been some

overestimation.' Allan Young, director of the Bureau of Economic Analysis

strong as statistics indicated, new explanation may be necessary for why nearly 2 million manufacturing jobs have been lost since 1979. The current view is that the

workers were not needed - that just as much could be produced with fewer people. If it turns out all. Replying to critics, officials that manufacturing has not been so have acknowledged that the agen-strong, then perhaps the efficiency argument does not explain all the

layoffs.
"I'll tell you the way I taught it at Harvard until this issue came up." said Richard Freeman, a labor economist at the university. "I failure to have a decline in manufacturing employment; it meant The implications are significant. that you were raising productivity. For one thing, a downward revision of the figures might bring students that we can't trust the sta-

But some economists hold that a Paul W. Krugman, an economist at downward revision in the manufacturing output data is not a big problem. Manufacturing might have declined in the 1980s as a percentage of the total economy, this argument goes, but the econosubtracted from manufacturing will be added to the service sector,

or to other industries, once the measurement problems are straightened out. "We should concern ourselves with total output, not just manufacturing output," said Herbert Stein, a senior fellow at the American Enterprise Institute. "People used to think agriculture was so

important, until it also declined as a share of the total." But even the optimists worry on one point. The manufacturing sector's health depends on exports, and these can grow only if the cost of American goods is low enough to match the cost of foreign-made products. Low prices, in turn, depend on productivity, the ability of a company to increase the number of items that each worker makes in

an hour. Manufacturing productivity is now seen as a bright spot in the American economy. The average annual increase in the 1980s has been 3.3 percent, but that is because the Commerce Department's manufacturing output number is used to compute productivity. In essence, the total output is divided by the number of workers to determine the output per worker. Mr. Young of the Bureau of Economic Analysis says a revision in the man-

ufacturing output number might force a revision in the average yearly productivity rate, shrinking it to The 3.3 percent rate ranks the United States midway among the industrial democracies known as the Group of Seven. The revision

would put the United States near

the bottom

Via The Associated Press 12 Month
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new accord. Iran's previous quota is expected to decrease the inclina-In addition to forcing oil parity tion of OPEC members to cheat on was 2.369 million barrels, while

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BOOKS

QUIET RIOTS: Race and Poverty in the

Edited by Fred R. Harris and Roger W. Wilkins. 223 pages. \$19.95. Pantheon Books Inc., 201 East 50th Street, New York, N. Y. 10022.

Reviewed by Jonathan Yardley

T WO decades ago the black ghettos of many great cities of the United States were torn by a succession of nightmarish riots, the cumulative effect of which moved Lyndon Johnson to establish a presidential commission charged with answering three questions: "What happened? Why did it happen? What can be done to prevent it from happening again and again?" Under the chairmanship of the governor of Illinois, Otto Kerner, the commission reached the dire conclusion that "our nation is moving toward two societies, one black, one white - separate and unequal." As the editors of the

present volume write:
"The Kerner Report — dated March 1, 1968 — looked beyond the riots, as members of the commission immediately found they had to do, to racism and poverty and the other terrible, underlying conditions out of which the riots had mushroomed. The report called for great new riots had mushroomed. The report called for great new efforts to combat American poverty, unemployment and racism. It gave America a much more accurate picture of where we were and where we might be heading than anyone could reasonably have expected from what many had thought to be a pretty middle-of-the-road group of commissioners. The report was a measure of America's failure of vision up to then — and, sadly, it is a measure of our failure of will in recent years."

This last is the conclusion reached in February of this

This last is the conclusion reached in February of this year at a conference in Wisconsin called "The Kerner Report: Twenty Years Later." The co-chairmen were Fred R. Harris, former senator from Oklahoma, and Roger W. Wilkins, the distinguished journalist; the par-ticipants included a number of noted authorities on social matters, urban ones in particular, and represented a fairly broad spectrum of political opinion. This new

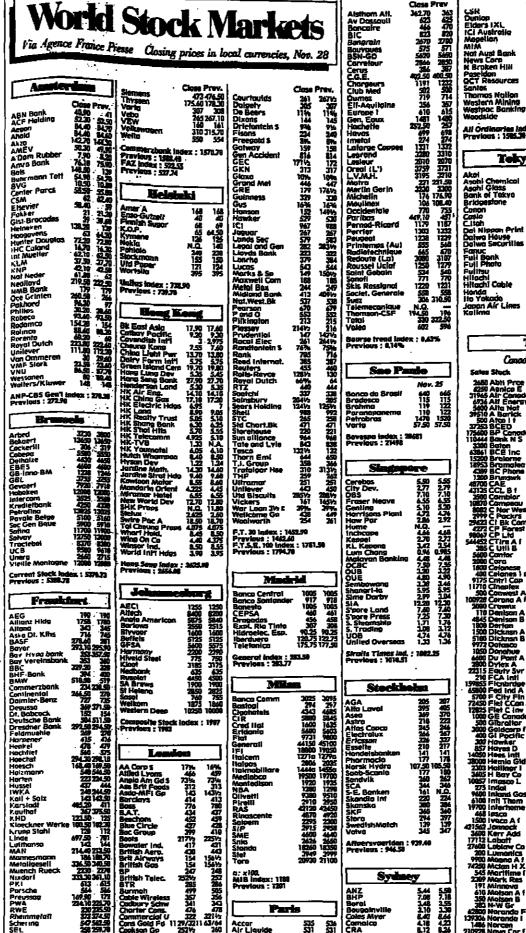
book is the result of their labors: a slender but pointed and depressing volume that confirms nothing so much as the inability of the United States's political, economic and social institutions to respond to the urgent messages

that were sent out of the ghettos in the 1960s.
"Quiet Riots" is not, it should be said, a report on the overall condition of black America in the late 1980s. It barely mentions the astonishing growth of the black middle class and the equally astonishing improvement in the lives of its members. But the purpose of the editors and their contributors is not to congratulate us or to encourage us in the complacency of the Reagan years; it is to form the complacency of the Reagan years; it is to force our attention away from those black Americans who have done so well and onto those millions of others who still live in deprivation and despair. These are not the residents of the suburbs, but the rural poor and. more to the point, the poor of the city ghettos. The condition in which they live is described by Gary Orfield: "To a considerable extent the residents of city ghettos are now living in separate and deteriorating societies, with separate economies, diverging family structures and basic institutions, and even growing linguistic separation within the core ghettos. The scale of their isolation by race, class and economic situation is much greater than it was in the 1960s, impoverishment. joblessness, educational inequality and housing insuffi-

Race, class and economics: These remain, two decades after the Kerner Report, the controlling conditions of ghetto life. If anything, the situation in the cities is far worse than it was in 1968, for the promise that was held out by the Kerner Report has been repudiated by a failure to act effectively on the commission's recommendations. In light of this it is amazing that the ghetto has not produced a reprise of the 1960s riots, but a central point of this book is that its "riots" have been of a different character: "unemployment, poverty, social disorganization, segregation, family disintegration, housing and school deterioration, and crime."

Jonathan Yardley is on the staff of The Washington

World Stock Markets Via Agence France Piesse Closing prices in local currencies, Nov. 28



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BIG CROSSWORD IN THE HIT EVERY SATURDAY.
THE FAMED NEW YORK TIMES
SUNDAY CROSSWORD — ENOUGH TO KEEP YOU BUSY ALL WEEK

CHESS

By Robert Byrne

D ESPITE Gary Kasparov's early loss to Andrei Sokolov, which featured one of the worst blunders of his career, the world champion pulled himself together and won the third World Cup Tournament, which ended Oct. 24 in Reykjavík, Iceland,

Kasparov's 11-6 scored earned him the \$20,000 first prize. Second prize, \$15,000, went to Kasparov's Soviet compatriot, the grandmaster Aleksandr Belyavsky, Ehlvest should have tried 19 Qc3 Bd3 who tallied 1012-612.

timidate opponents the way Bobby 23 Qe3 Bf1 24 Nf1 with two minor Fischer once did can be guessed from pieces for rook-plus-two-pawns. his game with his countryman Jaan Ehlvest in the 16th round.

Even though Ehlvest guarded against doubled c pawns by 5 Qc2 Qd8, whand also 7 Bd2, Kasparov chose to let position. him have the bishop-pair with 7...Bc3 8 Bc3 for the sake of effortless development with 8...d5 9 cd Nd5.

could be profitably answered by 11 hope

ACROSS

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5 Dried plum

for short

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56 Lengthier

61 Challenge

63 Blue-pencils

57 King of Norway

58 Dutch city, with

54 Tell

35 Valley

violently

19 Optical glass

24 First lady, May 7

17 Wharf

e4 Nc3 12 bc Bg4 13 O-O, but after 13...Bf3! 14 Bf3 Na5 followed by 15...c5, Black stands well.

With 16 Nd2, Ehlvest planned 17 Ne4 followed by 18 Nc5, but Kasparov upset his aplomb with the smooth course of the game with his tricky 16...Nd4!? Ehlvest could not ignore it with 17 Bg4? (17 Bf3? Nb6 18 Qc3 Nb5! wins material, too) b5! 18 Qci Nf6 19 Bf3 Nf3 20 Nf3 Bd3 because the exchange is lost.

But after 17 ed Nf4 18 Bf3 Rd4, That Kasparov is beginning to in- after 20... Ne2 21 Be2 Be2 22 Rc1 c6 Instead, Ehlvest blundered with 19 gave up.

Qb5? c6!, 20 Bc6 (unfortunately, 21 Qb6? Ra6 wins the queen) bc 21 Qc6 Qd8, which put him into a hopeless

On 24...e4!, there was no use retreating with 25 Nd2 because 25...Nd3 26 Qb7 Rb8 27 Qa7 Nel 28 It was once thought that 10...Bf5 Rfel Rb2 29 Re2 Bh5 destroys all



Positica after 16 Nd2 Of course, 25 Qc4 was no defense at all. After 25...Ne2, loss of a piece by 26 Kh1 ef was forced. Ehlvest





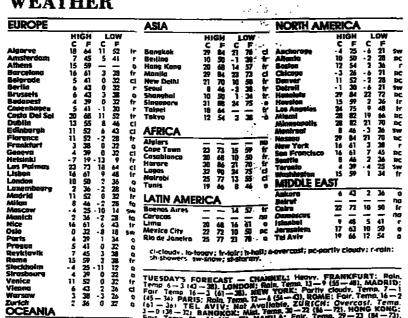
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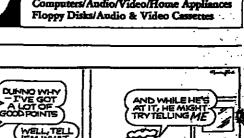
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BEETLE BAILEY

LOUISE, I THINK

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YOU'RE SPOILING

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Solution to Previous Puzzle

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11 Shanghaiers' kin 12 Teen-age skin

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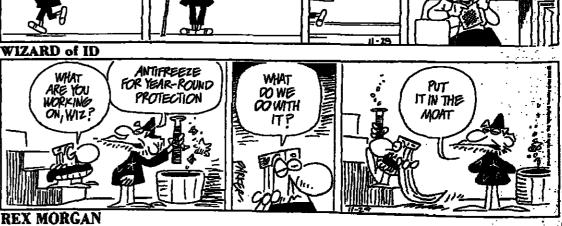


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STERLING-

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Floyd Picks Up 829 While Jack Nickiaus was wanning t the rough truly rough during Sun 20000 as the leading money-win Quina Cabifornia. Having earned put on the form and \$35,000 cm a Trevino took home \$35,000, but dampion, 1988 pileter of the year on the PGA tour, didn't with a bole for part — only to have The into a

first extra hole with a 15-1000 hiradi

SCOREBOARI NFL Standings AMERICAN CONFERENCE

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S. College Standings



Floyd Picks Up \$290,000 in Golf's 'Skins Game'

HOCKEY

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0 .692 327 185 0 .211 223 325 0 .231 148 245 0 .154 182 262

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AL CONFERENCE

FOOTBALL

NFL Standings -- -

New England

N.Y. Gignts Phoenix Washington Dallas

New Orleans

(x-clieched division title)

New York Jets 38, Miami 34

Philodelphia 31, Phoenix 21
Atlanta 17. Tampa Boy 10
San Francisco 42, San Diego 10
Indianapolis 24, New England 21
Denver 35, Los Angeles Rams 24
New York Glants 13, New Orleans

U.S. College Standings

Conference AliGames
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5 2 0 162 139 7 4 0 251 244
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SUNDAY'S RESULTS

AMERICAN CONFERENCE

While Jack Nicklaus was winning the 11th hole (and \$50,000) with a birdie, Ray Floyd was finding the rough truly rough during Sunday's second half of golf's Skins Game. But Floyd pocketed \$290,000 as the leading money-winner in the two-day, 18-hole event at the PGA West course in La Quinta, California. Having earned \$90,000 Saturday, Floyd made \$165,000 Sunday with a 10-foot putt on the 16th and \$35,000 on a playoff hole. Nicklaus finished with a total of \$125,000 and Lee Trevino took home \$35,000, but Curtis Strange was shut out. Strange, the reigning U.S. Open champion, 1988 player of the year and the first man to go over \$1 million in single-season earnings on the PGA tour, didn't win a hole and didn't make a birdie until the 18th, when he rolled in a 40foot putt - only to have Trevino can a shorter one and send things into overtime. Floyd won the first extra hole with a 15-foot birdie putt. Said Strange of his lost weekend: "I got what I deserved."

NHL Standings ----

WALES CONFERENCE

16 1 14 2 16 AS Division 14 9 3 31 103 11 8 5 27 87 10 12 2 22 9 12 1 19 14 2 TEP

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16 4 3 35 101 57
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13 8 3 29 104 92
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CAMPBELL CONFERENCE

Carriveau 2 (2), Hatcher (6), Ridley (12);

Suttate
Rautu (4), Creighton (7), Tucker (8), Houseley 2 (11), Arnilet (4), Bodger (2); Smith (5), Kerr (2), Tocchet (12), Shotts on gool: Philodelphio (an Pusso) 10-12-8-30; Buffalo (an LaGores) 11-11-12-34.

N.Y. Rangers
Latreniere (2), Lawton (6), Mullen (11), Lolleur (6), Sandstrom (8); Dalgarno (3), LoFantaine (14), Vukota (1), Shats on seal; N.Y.

Islanders (an Yonblesbrouck) 14-8-25; N.Y.
Rangers (an Smith) 11-11-9-31.
Los Angeles 0 2 8-2
Yancosver
Suffer (4), Tonti 2 (10), Skriba 2 (161) Allison
(1), DeGray (3), Shots an gool: Los Angeles
(an Weeks) 5-15-5-25; Vancouver (an Fitzerdek) 13-13-13-28

TRANSITION

BASEBALL National League PITTSBURGH—Signed Bob Walk. I

BASKETBAL

National Basketball Association SANANTONIO—Signed Frank Brickowsk

FOOTBALL
National Football Leasus
DENVER-Waived Bruce Plummer. cornerback. Added Winford Hood offensive line-

nerbock. Added without root stress we memor, to the active roster.

KANSAS CITY—Suspended Paul Palmer, rumning bock. Indefinitely for conduct detrimental to the learn after comments he mode about the coaching shaft.

MIAMI—Activated Fund Revelz, kicker, from injured reserve. Signa Willie Beecher, letters. Revelated Thomas, cornerbook.

National Hockey League

N.Y. ISLANDERS—Colled up Mike Sta

vens, left wing, and Bill Berg, defenseman, from Springfield of the American Hockey

N.Y. RANGERS-Colled up Simon Wheel-

don, center, from Denver of the Inter

Broncos Break Loose Against Rams, 35-24

Compiled by Our Staff From Dispatches
DENVER — The Denver Broncos, who appeared to be headed from the Super Bowl to the Super Bore with seven straight scoreless quarters, are back on top in the merican Conference West.

The Broncos, coming off a 42-0 loss to New Orleans, trailed by 7-0

NFL ROUNDUP

in Sunday's second quarter before John Elway finally got them un-tracked against the Los Angeles Rams. Elway threw three touchdown passes - two of them in a 15second span in the third quarter — and ran one yard for another score as Denver beat the Rams, 35-24.

"We had to win the game to stay alive." said Denver's coach, Dan Reeves. The Broncos are only 7-6. but they lead the division by a halfgame over Seattle and the Los Angeles Raiders, who were to meet Monday night. The Rams suffered their fourth consecutive loss and fell to 7-6.

Denver's first touchdown came early in the second quarter, when Elway fired an off-balance 39-yard pass to Mark Jackson. Then Elway set up a one-yard TD run with a 21-yard scramble, diving for the goal line but coming up just short as he was hit by two defenders.

"I wanted to do that," Elway said. "We had lost our aggressiveness, so I wanted to show some. I just wanted to be a football player.

"It's hard to take away a guy's aggressiveness," said Reeves. John was fired up both running and passing. We're down to the part of the season where you can't worry about him getting injured. You've just got to go for it." Leading 14-10 at halftime, the

Broncos scored three straight touchdowns in the third period.

After a punt, Elway needed just one play to get the Broncos in the end zone, hitting Jackson from 58 yards away with 12:12 left in the quarter. Ron Brown fumbled for the second time on the ensuing kickoff, and on the next play, Elway hit Vance Johnson for a 14yard touchdown with 11:57 re-

"We gave the game away," Rams coach John Robinson said. "We're a very charitable football team." Giants 13, Saints 12: In New Orleans, playing with two backup quarterbacks because of an injury to Phil Simms, New York overcame

five turnovers and four field goals

by Morten Andersen. Paul McFadden kicked a 35backs Jeff Hostetler and Jeff Rutledge had combined to lead three scoring drives.

Hostetler, who started the game, passed for one first-half touchdown, an 85-yard play to Stephen Baker. Rutledge relieved Hostetler in the second half and led a short

march to a 46-yard field goal by McFadden and a 33-yard drive to The Giants, who also forced five New Orleans turnovers, are 8-5, tied with Philadelphia for the lead in the National Conference East. The Saints fell to 9-4, a game ahead of San Francisco in the NFC West.

Schneider Rallies for Cup Victory

LES MENUIRES, France

Vreni Schneider took some pressure off herself and her Swiss teammates by winning a World Cup giant slalom over an icy course here

The double Olympic and world champion came from behind with the top time in the second run to overtake Ulrike Maier with a combined time of 2 minutes, 3.83 seconds. Maier wound up third, behind Austrian teammate Anita Wachter; the Olympic combined gold medalist, Wachter was at 2:03.92, while Maier finished in 2:04.27 after her 1:03.17 led the morning run.

reer cup victory and 11th in giant slalom. She felt the pressure after trailing by almost a second in the first heat. "I was as tense as I was at Calgary because I had to make up time," Schneider said. "But I felt in good shape and I'm happy." She blitzed the second run in 59.73, beating Maier by 1.47 seconds down a course that dropped 320 meters (1,050 feet) and had 45 gates

Schneider was the only Swiss racer in Monday's top 20, as the Swiss women are starting slowly this year after dominating last season. "After Schladming and the Super-G race I thought there was a lot of doubt on the Swiss team," she Austria on Saturday, with only two places in the top 15.

On Monday, two Swiss favorites,

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LONDON

yard field goal with 21 seconds left Jerry Rice, a 41-yard scoring pass winning streak rudely halted. in the game, after Giant quarter- to Rice and a left-handed, underhand 2-yard TD toss to Roger napolis, Indianapolis pulled ahead

Craig also had TD runs of one

Steve Young relieved Montana

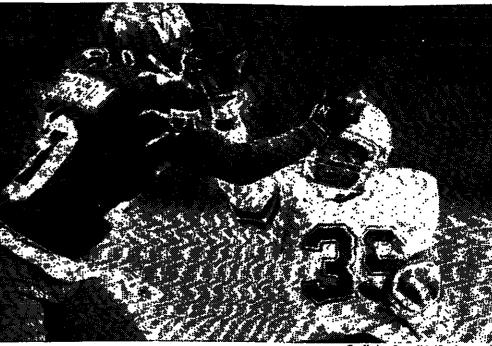
49ers 48, Chargers 10: In San yard touchdown run by Doug DuDiego, Joe Montana threw a teamBose. San Francisco is 8-5, while 4given the Patriots the lead. record 96-yard touchdown pass to 9 San Diego saw its two-game

Colts 24, Patriots 21: In India-Craig as San Francisco improved on Dean Biasucci's 28-yard field its playoff prospects by routing San goal with 2:22 remaining, then watched as New England's Jason Staurovsky missed a 27-yarder as

time expired. It was the second errant field yards rushing for the Colts. with the score 38-10 and guided the goal of the game for Staurovsky, 49ers to two scores, including a 37- who six minutes earlier missed on a

plays after Staurovsky's first miss. but New England's Irving Fryar dropped the ball and Indianapolis rookie Michael Ball recovered at the 20, setting up Biasucci's gamewinning fourth-down field goal. Eric Dickerson scored two firsthalf touchdowns but was held to 45

At 7-6, both teams are battling for an AFC wild-card spot. (AP, UPI)



Winnipeg's James Jefferson and ballcarrier Anthony Drawhorn, both looking for a facemask hand-hold

Winnipeg Surprise CFL Titlist

OTTAWA - In the Canadian It was supposed to be easy for the cotball League, where Winnipeg Lions, who finished third in the Football League, where Winnipeg is in Eastern Canada, anything is West at 10-8 but closed the season is in Eastern Canada, anything is West at 10-8 but closed the season The Winnipeg defense was bril-possible. But Sunday's Grey Cup on a roll, entering the final with a liant when it had to be. In the third title game was a little too improba- five-game winning streak. ble, too bizarre, even for the CFL. • A team that lost as many games as it won this season became

league champion. • The British Columbia Lions, leading by four points, gambled and

THE GREY CUP

lost on third-and-1 on their own 20yard line; and on the opponents' 7, and trailing by three points with less than two minutes to play, they threw one too many passes.

 Result: The Winnipeg Blue added. Swiss women faltered in Bombers, a team that managed a 9-9 season, won the 76th Grey Cup, beating the favored Lions, 22-21, to become the first CFL champions Michela Figini and Maria Walliser, without a winning record in regular-season play.

Then there were the Blue Bombtired), their top rusher (Willard Reaves, to the NFL) and their replacement quarterback (all-star Roy Dewalt hurt his arm after being traded by British Columbia). But Winnipeg Bombers forgot it was supposed to lose.

"There was ups and downs," said Mike Riley, the coach of the Bornbers. "The good thing is it had a happy ending.

It almost didn't. With British Columbia leading by 15-14 at halftime, the Winnipeg offense went to sleep, picking up just 64 net yards in the second half. But two key defensive plays and the strong

It wasn't supposed to be tike that. punting game of Bob Cameron was supposed to be easy for the earned the Blue Bombers their eighth Grey Cup.

quarter, the Lions elected to gamble on a third-and-1 from their own ers, who during the season lost their quarterback (Tom Clements, requarterback (Tom Clements, re-Three plays later, Trevor Kennerd kicked a field goal to cut British Columbia's lead to 18-17 (Kennerd would also kick the 30-yard gamewinner early in the fourth quarter).

"I made the decision." said Larry Donovan, the B.C. coach, "I have to live with that " Riley said he understood why

Donovan, whose team has been excellent in short-yardage situations this season, went for it. "I wouldn't bave done the same thing," he said. "but I don't have the same team." But no one would have remem-

berd the lost gamble had all-star pivot Matt Dunigan not thrown an ter when the Lions appeared to be ready to overtake Winnipeg's 22-19 With B.C. on the Winnipeg 7,

Dunigan was looking for slotback Jan Carinci. Defensive end Mike Gray got his hand on the pass; the ball deflected off defensive back Bennie Thompson and back to

"I thought for sure they'd go for the good field position," said Gray, who was named the top defensive player of the game. "They played aggressive, they played to win, but it backfired."

Dunigan said, "Unfortunately somebody got a hand on it, or it would have been seven points and would have ended up totally differeat. Just give credit to the Winnipeg defense."

Cameron conceded a safety with 58 seconds left, making it 22-21 but allowing the Bombers to kick off and pin the Lions deep in their own

The day's real winner may have been the CFL. After limping through another season of financial woes, it got its second consecutive entertaining championship game, following last year's 38-36 victory by Edmonton over Toronto. This year's contest drew more than 50,000 fans to Lansdowne Park. (AP. UPI)

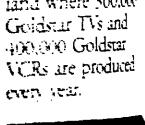
TYSON BAPTIZED — The Reverend Jesse Jackson, right, and the Reverend Henry J. Paydon prayed over heavyweight champion Mike Tyson before his baptism Sunday at Holy Trinity Baptist Church in Cleveland. "I felt so clean, so pure and reborn," said Tyson after a ceremony attended by about 700 people, including boxing promoter Don King, "I think religion is going to change my life."

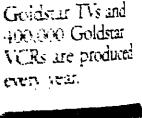
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8. Michaela Gers, West Germany, (1:05.00 9. Helene Barbier, France. (1:05,47-1:01,17) 10. Karin Dedler, West Germany, (1:05.58-

OVERALL CUP STANDINGS Corple Marie, France, 26.

B 5 .615 4 7 .364 0 10 .000 6 6 500 5 6 455 5 7 417 5 7 417 1 9 100 ultimate test of tennis as a breakdance endurance contest. The field is limited to the eight

best players still on their feet after a SUNDAY'S RESULTS Auami 22 14 18 16— 99
Cleveland 22 25 31 31—199
Harper 9-168-1024, Nance 6-135-6 17, Daugherry 5-107-9 17; Lang 7-100-1 14, Selikaly 5-103-6
12. Rebounds: Aliami 47 (Selikaly 10), Cleveland 40 (Daugherly 11), Assists: Marmi 16
(Edwards 4), Cleveland 27 (Volentine 8),
Golden State
20 39 19 22— 94
Portland 22 13 13—18-18 long (10-month), grueling (79-tournament) season. Given the list of ailments the 23 30 19 22-- 94 29 21 31 28--109 Gottler Nove
Portland 29 21 31 28—169
Drexier 10-16 9-11 29, Kersey 9-18 2-4 21;
Gottland 9-14 0-0 18. Richmond 6-15 5-6 17. Rebuunds: Golden Stote 42 (Sampson 8), Portland 90 (Duckworth 7). Assists: Golden State

A. Bortland 27 (Porter 7).

BASKETBALL

New York New Jarsey Boston

Portland LA Clippers

College Results

Maine 54, Chicago St. 48 Stonehill 114, Southampton 83

Inclinati 75, N. Kentucky 63

MIDWEST

SOUTHWEST

TOURNAMENTS

nd: Albany 74, Union 42; RPI 83,

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Championship: Howell 85, Texas 84 Third Place: Mantana 51,81, Pepperdir MAUI CLASSIC

Championship: Michigan 91, Okiahomo 80 Third Place: Nevado-Las Vegas 98, Mem-

Championship: Son Diego 64, New Mexico 53 Third Piece: Lehigh 86, Loyola, Md, 72 SAN JUAN SHOOTOUT

Third Place: Villanova 63, Davidson 47
Fifth Place: Puerto Rico Nationals 78, Tole-

Seventh Place: SW Texas St. 101, American

NEW MEXICO PRESEASON

Fifth Place: Ohio St. 97, Vanderbill 82

- NBA Standings: -- -- --

EASTERN CONFERENCE

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Mats Wilander and ahead of Andre Agassi, has been having an off season, and his ailing shoulder is among the more severe injuries in the field. But he knows how to play past late-season pain: He has won the Masters a record five times. Besides, Lendl is hardly the only battered player after a brutal sea-

Stefan Edberg has a sore knee and even No. 8 Henri Leconte has been alling. And when hidden bruises are

taken into account, the others, in-

cluding Jakob Hlasek (No. 6) and Tim Mayotte (No. 7), aren't what they were when the season started.

ners. Each group's top two players advance to the semifinals, with

Masters: Grueling Finale

By Robert McG. Thomas New York Times Service NEW YORK - Some tennis is for glory. Wimbledon and the U.S. Open come to mind. Some tennis is for money; any major tournament will do. And some tennis is even for

fun - against your 4-year-old kid, The tennis they'll be playing at Madison Square Garden here this week will be for blood. As the last event on a pro tour devoted to tennis as a high-skill sport, demanding finesse and focused power, the season-ending Masters is the

eight stalwarts have been nursing as they limp toward Wednesday's opening matches, the winner of the final next Monday night is likely to be simply the last one to collapse in a heap. If it turns out to be Ivan Lendi, don't be surprised. Lendl, seeded second behind

son in which two of the top stars failed to make the Masters because of different kinds of ailments -Jimmy Connors, out with an injured foot, and John McEnroe, suffering from acute bonus-point deficiency. Among those who have made it, Wilander has been complaining about shin splits, fourth-seeded Boris Becker has a foot injury; No. 5

Wilander has already clinched the \$800,000 first prize in the tour's bonus pool. But there is still a scramble for some of the lesser bonus prizes, and the Masters itself has enough money at stake (\$750,000) to assure an all-out fight, as well as a format that makes it a sort of Skins Game.

The players are divided into two

four-man groups, which play sepa-rate round-robins with \$30,000 rid-

ing on each match, or as much as

\$90,000 for the two first-round win-

\$60,000 awarded to the two finalists. The champion gets an extra \$150,000, which, along with the \$15,000 each player gets for showing up, gives the Masters a potential top prize of \$315,000, the richest singles prize on the tour.

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(Continued from Page 8)

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Page 18

ART BUCHWALD

The Sideline Fanatic

WASHINGTTON — You see for some time. In the game before them on U.S. television hold—the Bears I had noticed that the about TV sports worthwhile.

"How do sports fans qualify for a sound bite at the football game?" I asked Bill Pearson, whom you

probably saw in the final quarter of the Redskins-Bears game. Aw, come on, don't say you've forgotten him. He was the fellow in the Redskins knit hat, who waved his arms up and down



and yelled, "Hi, Buchwald Mom" into the camera. Everyone was talking about it the next day. I accidentally ran into Bill in Washington, where he was mobbed by autograph seekers.
"You were fantastic," I told him.

"I thought that the fans were going to go crazy when you jumped on to your seat to declare that the Redskins were No. 1."

Bill blushed modestly. "Everyone was great. You can't do a good job on TV without the little people behind you - the directors, the cameramen and the scriptwriters, not to mention the network vice presidents who had the faith to put me on the screen knowing I had a sore throat. I'd also like to thank my grandmother Quayle who told me many years ago, when I revealed to her my dream of appearing on TV. You can do anything you want if you just put your mind

"You were lucky to have had such a wise grandmother," I told him. "But in the long run you were the one who did it. What gave you the idea to declare that the Redskins were No. 1?" "I'd been thinking about doing it

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ing their fingers in the air and stick-number three camera was panning ing their tongues out, and you won- closer and closer toward me. So it der where they come from. They're dawned on me last week that I the fans that the cameras pan to better be prepared just in case. I between football plays. They are had several options, including wavthe people who make everything ing my Redskins banner or even my hot dog. But I decided to fool them with the old we-are-numberone-play. As soon as the red light went on I was ready."

"You certainly were. I never saw a football fan who was so believable on television."

"In order for the cameraman to get the full shot, I had to push down Arnie Blauvelt who was in the row in front. He isn't talking to

People are still talking about that unforgettable moment when you looked straight into the camera and yelled, 'Hi, Mom, I'll be home for dinner.' That was inspired and I don't think the viewers expected

"My mom's been good to me and she deserved the recognition," Bill

"Not only did she deserve it but it was so real that everyone had the feeling that she was putting the roast beef in the oven. Did she know that you would be on?"

There were no guarantees, but I did tell her to be sure and watch the last quarter. There had been a lot of talk that the director was looking for new faces because the home audiences were turning their sets off. I guess when I appeared it was a bigger moment for my mother than it was for me. What's nice about it is that she called up every-one in advance so the whole neighborhood saw me."

"How great." The only thing wrong is that she told them I was going to be on every week," Bill said.

"Since you've been there, what would be your advice for another fan who might wind up on the TV screen?

"Be yourself. No matter what you do, give it your best shot, whether it's yelling, making ugly faces or sticking your tongue out at the camera. Above all, don't let them see you sweat - and mind your manners. TV audiences can't stand someone who makes a fool of himself. If they decide they don't Museum in Cambridge, England, will be shown beginning March 18 at the National Gallery of Art. like you, they'll all get up and go to the bathroom at the very instant your big moment comes." your big moment comes."

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The contenders: Edward de Vere, the 17th Earl of Oxford (left) and Stratford's William Shakespeare. At right, a view of the mock trial as their partisans contested authorship of the plays.

Shakespeare v. 17th Earl: The Verdict

By Terry Trucco

T ONDON -- Nearly 300 scholars, academics, and literature buffs, many with notebooks and tape recorders, gathered here at Middle Temple Hall for a mock trial to deter-mine who wrote "Hamlet," "The Tempesi" and "Measure for Measure."

And with much ado, three law lords, the British equivalents of justices of the U.S. Supreme Court, judged the most likely author to be William Shakespeare, of Stratfordumon-Avon

Both sighs and cheers resounded throughout the historic hall, site of the first performance of Shakespeare's "Twelfth Night," as each judge dismissed arguments that the true "Sweet Swan of Avon," as the poet Ben Jonson called the playwright, was actually Edward de Vere, the 17th Earl of Oxford, an Elizabethan courtier, sportsman, and poet. But both contingents applauded as Lord

Ackner, the presiding judge, delivered the day's closing comments in blank verse. "The purpose is to enjoy the skill of the Mooters, said before reading his verdict.

The Shakespeare Moot, as the mock trial was called, was the latest chapter in the vigorous and often acrimonious debate, which dates from the 18th century, over the authorship of the body of plays and sonnets com-monly attributed to William Shakespeare, the actor who died in 1616.

Several candidates have been mentioned as possible "Shakespeares" over the years, in-cluding the philosopher Sir Francis Bacon and even Oueen Elizabeth I.

It was the first time the Bard of Avon has gone on trial in his homeland. In a smilar mock trial held in Washington last year, three U.S. Supreme Court justices ruled unaminously that the works of Shakespeare were by William Shakespeare (or Shakspere, as he was christened), and not the 17th Earl, who has enjoyed a growing popularity since J. Thomas Looney, an English school teacher, proposed him as the true poet and playwright in his 1920 book, "Shakespeare Identified."

Interest in the earl was also fanned by the publication in 1984 of "The Mystery of William Shakespeare," a 179-page book by Charlton Ogburn that was quoted frequently

The day's arguments were opened by the xfordians, who were led by Lord Alexander of Weedon, the lawyer who represented Jef-frey Archer, the novelist and former member of Parliament, in a successful libel action last year. He argued that Shakspere of Stratford lacked the education, breeding, and experience to produce the works credited to Wil-

Alexander also cited the writer's knowledge of geography, law, music, and even tennis, an anistocratic 16th-century sport, as evidence against the Stratfordian actor who never left England and who had only a grammar-school education.

Sydney Kentridge, the former lawyer for the family of Steve Biko, the black South African activist; contended that the 17th Earl's death in 1604 helps prevent him from laying claim to anthorship, because several of the plays and somets are believed to have heen written after that.

He asked why the first folio was published 19 years after the death of the 17th Earl. And

he said the Oxfordian case was based on pure speculation. The Oxfordians cannot accept the fact that soaring genius can be found in the son of

a glover with a good head for figures," Ken-Each side also offered testimony from two witnesses who were in turn cross-examined

by the opposition. Testifying for the Stratfordians, as Shake-speare's side is known, were Stanley Wells, author of "William Shakespeare: A Textual Companion," and Ernst Honigmann, whose

writings include "Shakespeare: The Lost The Oxfordians were represented by L.L. Ware, a lawyer and founding member of the Mensa Society, and the American composer Gordon C. Cyr, former director of the Shake-speare Oxford Society in the United States. Seated in the audience was Charles Vere, a 23-year-old descendant of the 17th Earl and a

supporter of the Oxfordians. Archer, who proposed the idea of the mock trial and introduced the day's proceedings, said he thought the judges had ruled correct-ly. "I can't see how, after hearing the evidence, it could have come out any other

debate. "It's only the beginning," said Ware as he left the hall. "It has aroused more interest in the fact that there is a problem, and I think both sides would admit that." The mock trial was organized by the actor

But others said the trial will only fuel the

Sam Wanamaker and raised more than \$27.000 as a benefit for the Globe Theatre, which is to open in London in 1992. As for he thought of the debate, he replied: "What's in a name? The play's the thing."

PEOPLE

Bush Keeping Fitzwater ,

Martin Fitzwater, the Reagan White House spokesman, will remain in his post, President-elect George Bush announced Monday. 'He represents the old and the new," Bush said. "This is continuity in the best sense."

Yelena Akhmilovskaya, the No. 2 Soviet woman chess player, who secretly married the American team captain during a tournament in Greece, applied for a U.S. immigration visa at the U.S. consulate in Frankfurt on Monday, a U.S. spokesman said. Akhmilovskaya, who was playing with the Soviet team at the world chess Olympiad in Salonika, married John Donaldson on Friday, and they flew to Frankfurt Saturday.

"A Short Film About Killing" by the Polish director Kryzsztof Kleslowski, won the first annual European Film Award in Berlin as best film. The Swedish actor Max von Sydow won in the best actor category for his role in "Pelie the Conqueror," by the Danish director Bille August, and the best actress award went to Carmen Maura of Spain for her role in "Women on the Verge of a Nervous Breakdown," directed by Pedro Almodovar, which was also named best youth film. Wim Wenders was named best director for "The Wings of Desire." The seven-member jury, headed by the French actress Isabelle Huppert, gave the best screenplay award to Louis Malle of France for "Goodbye Children," which he also directed. The winners received the "Felix," a statuette intended to be the European equivalent of Hollywood's Oscar. The ceremony will be held in a different city every year. Prizes went to Ingmar Bergman, Bernardo Bertolucci, Sir Richard Attenbor-ough and Marcello Mastroiaumi for their life work. In Rio de Janeiro, "The Actress and the Spirit,"

by the Chinese director Huang gia, won the "Golden Toucan" award for best picture at the Fifth International Cinema, TV and Video Festival. Two Yugoslavs, Boris Milivojevic and Mirjana Jokovic, won as best actor and best actress. and the best director award went to film festival in Amiens, France. because it was on loan from a col-Grand prix for best feature went to lector.

"The Citadel," by Algeria's Mo-hammed Chousek. A special award for a feature went to "Zan Boko," by the young Burkinabe director Gaston Kabore, while a film from the Indian Ocean island of Reunion, "Source City," by Madeleine Beausejour, won the prize for short films. The festival's premier award was won by "Convention: Chronicle of an Alienation," by the Soviet filmmaker Georgi Gavrilov. . 🗆

Alexandra Danilova, who was 84 on Nov. 20, has decided to celebrate by donating to the Dance Collection of the New York Public Library the paintings, sculptures; costume sketches and set designs acquired during a career of six de-cades as an acclaimed ballerina and teacher. The collection, which will go to the library on her death, includes work by such designers as Natalya Goncherora, Engene Berman, André Derain, Officer Smith, Christian Bérard, Mstislay Dobquinsky and Rouben Ter-Arumnian.

An armored car custom-built for the actor Sylvester Stallone, with bulletproof glass, a navigation computer and a public address sys-tem, has been sold for \$68,250. "It's just like you'd think a car to protect vivester Stallone would look It's all black with blackened windows - very scary looking," said Christ Main, spokeswoman for the annual Rick Cole Auction.

Maria Zambrano, an 84-year-old Spanish philosopher, has become the first woman to win Spain's Cervantes prize, the highest award for Spanish-language literature. She was awarded the prize worth 10 million pesetas (\$87,000), for her life work. She went into exile in 1939 at the end of the Spanish Civil War and returned only in 1984.

A thief walked out of the Heckscher Art Museum in Huntington. New York, with a painting by Edonard Manet while a video show was being held in the same room. Officials of the Long Island museum said the 1880 painting "Bouquet de Pivoines" - a still life Jacques Demy of France for "3 of peonies in a glass vase — was of Places Pour le 26," with Yves Mon"immense value." The museum di-. . . Africa made off with rector, John Coraor, said the loss of most of the top prizes at the eighth the painting was doubly upsetting

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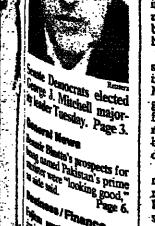
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